

**U.S. Department of Justice**  
**FY 2014 PERFORMANCE BUDGET**

**Office of Community Oriented Policing  
Services**

*Congressional Justification*  
*3/29/2013*

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## **I. Overview of the Office of Community Oriented Policing Services**

### **1. Introduction**

In Fiscal Year (FY) 2014, the **Office of Community Oriented Policing Services (COPS)** requests a total of \$439,500,000, 188 positions and 128 FTE to further the Department of Justice's goal to successfully assist state, local, and tribal law enforcement agencies in their efforts to prevent crime, enforce laws, and represent the rights and interests of the American people. The COPS Office is proposing funding for several programs to assist state, local, and tribal law enforcement to combat crime and increase law enforcement effectiveness by leveraging resources and maximizing cooperative efforts. The highlights of this request include \$257 million for the COPS Hiring Program to assist in hiring additional law enforcement professionals and \$150 million for a new Comprehensive School Safety Program.

In FY 2014, the COPS Office proposes that Management and Administration needs be supported with program funding. These funds will support 188 positions and 128 FTE; administrative and oversight costs of FY 2014 COPS programs and activities; and active grants associated with programs appropriated in prior fiscal years.

### **2. Background**

The COPS Office was established in 1994 to assist state, local and tribal law enforcement agencies in enhancing their effectiveness in building their capacity to advance public safety through the implementation of community policing strategies. Community policing is defined as developing partnerships between law enforcement agencies and the communities they serve so they can work collaboratively to resolve problems. It is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem solving techniques, in order to proactively address the immediate conditions that give rise to public safety issues such as crime; social disorder; fear of crime; and satisfaction with police services. Community policing is comprised of three key components:

#### **Community Partnerships**

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police:

- Other Government Agencies
- Community Members/Groups
- Nonprofits/Service Providers
- Private Businesses
- Media

#### **Organizational Transformation**

The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving:

*Agency Management*

- Climate and culture

Leadership  
Labor relations  
Decision-making  
Strategic planning  
Policies  
Organizational evaluations  
Transparency  
Organizational Structure  
*Geographic Assignment of Officers*  
Despecialization  
Resources and finances  
*Personnel*  
Recruitment, hiring, and selection  
Personnel supervision/evaluations  
Training  
*Information Systems (Technology)*  
Communication/access to data  
Quality and accuracy of data

### **Problem Solving**

The process of engaging in the proactive and systematic examination of identified problems to develop and rigorously evaluate effective responses:

Scanning: Identifying and prioritizing problems

Analysis: Researching what is known about the problem

Response: Developing solutions to bring about lasting reductions in the number and extent of problems

Assessment: Evaluating the success of the responses

Using the crime triangle to focus on immediate conditions (victim/offender/location)

In FY 2014, the COPS Office will continue to fulfill its mission of advancing public safety through community policing by:

- Providing grants under the COPS Hiring Program to support the hiring of sworn and non-sworn law enforcement personnel nationwide;
- Providing grants under a new Comprehensive School Safety Program to fund holistic, integrated, and individually tailored school safety and security resources for primary and secondary schools. The program aims to bring the law enforcement, mental health, and education disciplines together to provide a comprehensive approach to school safety;
- Enhancing the Collaborative Reform Model of Technical Assistance for a proactive, non-adversarial, and cost-effective approach to practical technical assistance for agencies with significant law enforcement-related issues;

- Focusing hiring grants on “neighborhood level” community policing partnerships and problem solving;
- Aligning training and technical assistance in a more substantial way to officer hiring;
- Continuing to promote improved public safety outcomes by infusing its core principles in all grant programs, acting on evidence that community policing advances public safety;
- Continuing to support innovative programs that respond directly to the emerging needs of state, local, and tribal law enforcement in order to shift law enforcement’s focus to preventing, rather than reacting to crime and disorder within their communities;
- Developing, delivering and continuing to evaluate state-of-the-art training and technical assistance to enhance law enforcement officers’ problem-solving and community interaction skills;
- Promoting collaboration between law enforcement; community members; academic institutions; and other key stakeholders to develop innovative evidence-based initiatives to prevent crime; and
- Providing responsive, cost effective service delivery to grantees to ensure success in implementing community policing strategies within their communities.

Since the COPS Office began in 1994, the programs and initiatives developed have provided funding to more than 13,000 law enforcement agencies. By funding over 13,000 of the nation’s 18,000 law enforcement agencies, the COPS Office has helped create a community policing infrastructure across the nation.

Research evaluating the COPS Office supports the positive effect of federal funding to communities from the COPS Office on crime and police practices. For example, a study published by Evans and Owens (2007) showed that the crime problems targeted by COPS Office grantees “led to a statistically precise drop in crime in subsequent years for four of the seven index crimes.” The four index crimes (auto theft, burglary, robbery and aggravated assault) are among several crime problems applicants requesting COPS Hiring Program funding can select to target funding to improve public safety in their communities.

The findings from a United States Government Accountability Office (GAO) study on the impact of COPS grants that was conducted from January 2004 to August 2005 demonstrate that COPS grants resulted in significantly greater numbers of law enforcement officers than would have been expected without grant funds and therefore increased the community policing capacity of law enforcement agencies. The GAO also stated that COPS grants were a modest contributor to the reduction of crime rate. The total crime rate dropped 26 percent from 1993 to 2000. Of this 26 percent reduction, GAO was able to “attribute about 5 percent to the effect of COPS,” suggesting a significant relationship between the programs and public safety outcomes. A key finding is that these reductions in crime were found to be in line with the amount of COPS funds expended. COPS funds amounted to about one percent of all local law enforcement expenditures. A significant finding that cannot be overlooked is that, according to the GAO, for every \$1 in COPS hiring grant expenditures per capita, there was a reduction of almost 30 index crimes per 100,000 persons.

In FY 2014, the COPS Office will maintain an outcome performance measure established in FY 2013 to assess the impact of the COPS Hiring Program funding on the crime problem of homicide. The COPS Office will demonstrate the impact of COPS grant funding and training and technical assistance on local communities’ public safety through the three-year collection and analysis of homicide crime rate data. We also anticipate that the annual and final results of the

performance measure will support lessons learned that can be used internally to enhance program development and externally as an evidence-based resource for the law enforcement community.

### **Supporting the President's Transparency and Accountability Goals**

In support of the President's goal of a more transparent and accountable federal government, the COPS Office continues to review and improve our business processes to achieve greater efficiencies and be more responsive to the needs of the law enforcement community. These efforts have led to the implementation of innovative projects to promote the COPS Office's primary mission and improve grantees' access to COPS resources and overall experiences with the COPS Office; expand our current E-government capabilities; enhance customer service; and empower employees to meet our mission.

#### **Community Policing Enhancements**

In FY 2013 and 2014, the COPS Office will continue to use community policing enhancements implemented in FY 2011 and FY 2012. The enhancements were a part of an office-wide initiative to further integrate community policing principles into our grant programs. The initiative consists of enhancements to COPS grant programs and knowledge resource management activities in an effort to better meet our mission to "advance public safety through community policing." In FY 2012, the COPS Office accomplished the following, which we plan to continue in FY 2013 and FY 2014:

- Required hiring grant applicants to complete a more comprehensive community policing plan that incorporates a problem solving component by asking applicants to specify crime issues that they will target with hiring funding;
  - Implemented more detailed progress report community policing implementation questions across all COPS programs;
  - Implemented a COPS Office's grant monitoring strategy involving a more comprehensive review of the agency's community policing efforts and providing additional on-site community policing technical assistance;
  - Began using a standardized assessment tool to capture community policing progress within law enforcement agencies. Further aligned training and knowledge resources with grant programs;
  - Contacted all FY 2012 grantees to provide information regarding grant requirements, guidance on completion of the assessment tool, and to offer technical assistance for the problem area specified in their 2012 application;
  - Completed compilation of a Community Policing Body of Knowledge that contains core community policing resources for the three elements of community policing: *community partnerships*, *organizational transformation* and *problem-solving*;
  - Established the Community Policing Outreach Section, in which staff are dedicated to providing technical assistance on specific problems identified by the grantee, such as homicide issues.
  - Developed the Collaborative Reform Model to provide technical assistance to agencies on significant law enforcement related issues. The program can assist agencies in enhancing and improving their policies and procedures, their systems, and their culture.
- In FY 2012, the COPS Office completed our first initiative under this program. The

report on this effort currently serves as an assessment tool for other agencies with similar issues that wish to evaluate their own policies.

### **COPS Business Process Improvement**

The COPS Office remains committed to being a continuously improving organization that excels at meeting its mission and provides excellent customer service. To address the challenges presented by the current economic environment, in FY 2012 the COPS Office engaged in additional business process analysis efforts to identify and implement more efficient and effective practices within our grant management, knowledge resource management (i.e. publications, training and technical assistance, etc.), and administrative support functions. In FY 2013, the COPS Office will continue to finalize and implement the recommendations from the business process analyses to ensure that we gain further efficiencies in our business processes in FY 2013 and FY 2014.

In FY 2012, the COPS Grants Administration Division reorganized to better position the division to address new community policing, grant-making and grant management challenges and opportunities. Anticipated outcomes of the new structure include enhanced customer service to internal and external stakeholders, expanded cross-divisional cooperation on important agency initiatives, and the ability to better manage divisional workload.

The COPS Office Management Services Directorate is also involved in a business process analysis effort to identify and address gaps in administrative processes and procedures. These improved processes and procedures will create efficiencies through standardized and repeatable activities. These improved processes and procedures will also be aligned with organizational policies that are being updated and improved.

In FY 2012, the COPS Office transitioned its IT networking, security, and office automation services to a consolidated DOJ system. The COPS Office anticipates an estimate of \$5 million in savings through FY 2016. This strategy allows the COPS Office to focus its resources on information technology services and applications that are uniquely developed to help us achieve our mission.

In FY 2013, the COPS Office began implementation of our eRecords initiative as a part of the COPS Office's ongoing effort to streamline our grants administration functions. The COPS Office leveraged one of our existing contract vehicles to scan, capture, and index our existing paper based grants management files in an electronic format. These new converted electronic grant files will be searchable, 508 compliant, and accessible to new and existing COPS grants management applications. Once implementation is completed, the eRecords initiative will further streamline our grants management processes.

## **Evidence and Evaluation**

Pursuant to OMB Memorandum M-12-14, *Use of Evidence and Evaluation in the 2014 Budget*, the COPS Office strives to ensure that we execute evidence-based grant-making strategies and promote public adoption of evidence-based practices in the law enforcement field:

### **FOCUS 1. BUILDING EVIDENCE OF WHAT IS WORKING AND WHAT IS NOT**

**New evaluations:** The Administration has emphasized the need for improved research and evaluation methods with which to assess the impact of limited resources with a proposed 2% set-aside dedicated to increased research, evaluation and statistics in FY 2014. Part of the 2% set-aside will be directed toward studies to understand the impact of the federal investment in the COPS Office to effect positive change in policing practices and public safety at the community level.

In part, this set-aside will allow for funding to evaluate the extent to which any COPS-funded Comprehensive School Safety Program (CSSP) achieves its goals of advancing holistic, integrated, and individually tailored safety and security efforts for primary and secondary schools. CSSP will fill gaps in local school safety and security activities through the hiring of school safety personnel, including sworn school resource officers (SROs), civilian public safety personnel, school counselors, school psychologists, other qualified psychologists, school social workers, and child and adolescent psychiatrists; the purchasing of school safety equipment; the development and updating of public safety plans; conducting threat assessments; and training “crisis intervention teams” of law enforcement officers to work with the mental health community to respond to and assist students in crisis. The effectiveness of this funding in promoting and advancing school safety and the relative impact that different school safety interventions have in schools will be assessed. Evaluations will focus on such things as changes in school climate and overall safety and preparedness, youth behavior and discipline outcomes (including numbers of arrests), and student and educator satisfaction and fear of crime.

Funding will also enable the Office to specifically examine the role of school resource officers in positively contributing to safety and security at primary and secondary schools. It will allow for an assessment of the effectiveness of SRO training programs and the effectiveness of SROs in their roles in preserving order and safety, as informal counselors/mentors and as educators. To better understand the impact, there are several factors to consider, which could include a reduction in violent behavior by students; student engagement in safety practices; perceptions from parents of safety; assistance of the SRO in referring students to services; collaborating with school administration in reducing problems that are not law violations; etc. The CSSP evaluation will be administered with assistance from the Department of Education’s Institute of Education Sciences.

The 2% set-aside may also enable the Office to undertake a large scale examination of the overall impact of the federal investment by the COPS Office to effect positive change in policing practices and public safety. Outcomes of this evaluation will examine whether COPS Office grant programs have increased the capacity of law enforcement agencies to: implement community policing, and reduce crime, disorder, and fear of crime. Although the Office has continued to fund smaller scale evaluations of more limited scope, a comprehensive outcome-focused evaluation of all COPS Office grant programs has not been conducted since the first



national evaluation was completed in the year 2000.

**Changes in funding approaches to encourage evaluation:**

In FY 2012, the COPS Office awarded a small number of awards through Community Policing Development funding to local law enforcement agencies to provide seed funding to implement and test innovative community policing strategies. These awarded agencies are required to include an evaluation component to test program effectiveness. The COPS Office proposes to continue this funding model in future innovative community policing programs aimed directly at local law enforcement agencies.

**FOCUS 2: ACTING ON EVIDENCE**

**Evidence-Based Grant-Making:** The COPS Office will continue using the funding methodology that we started in 2010 to further enhance our hiring grant program application. Such changes have served to improve objectivity and evaluation-based community policing criteria. Further, the COPS Office developed a standard set of measurable questions to indicate the extent of community policing activities an agency is currently engaged in and plans to engage in as they relate to specific public safety problems. This methodology allows the COPS Office to compare the relative commitment to proven community policing concepts among grantee agencies.

**Promoting public adoption of what works:** The COPS Office has numerous means by which we distribute information regarding what works in policing and public safety research, which we plan to continue in FY 2014. The COPS Office has published and developed hundreds of publications, trainings, podcasts, CDs and other knowledge products that determine what works and promote evidence-based practices. The COPS Office will seek to continue to develop and make such information available for the law enforcement field.

**FOCUS 3: BUILDING AGENCY CAPACITY**

The Office is examining the initial results of the Community Policing Self Assessment Tool (CP-SAT). The CP-SAT is an online survey instrument that is designed to be distributed to all members of law enforcement organizations. It includes tailored survey questions for line-level officers, chiefs, supervisors, civilian employees and citizen partners. All COPS Office hiring grantees since 2011 are required to complete the CP-SAT and distribute it to members of their organizations. To date, the COPS Office has received over 40,000 completed individual surveys from nearly 450 agencies. The COPS Office is currently examining the results of these surveys to determine how community policing is being implemented in grantee organizations. The results of this analysis will be used to inform program and product development across the Office, including informing funding decisions and how to best target training and technical assistance efforts.

## **COPS E-government Initiatives**

The COPS Office continues to make enhancements to our website. The website, which is a resource used by law enforcement professionals from every state in the country, is now easier to navigate and is fully up to date. For example, state, local or tribal law enforcement officials are now able to quickly find out which grant programs are open for applications, and obtain application instructions and specific eligibility requirements. The COPS website is also the grant application portal, providing access to online application forms.

The COPS Office website is a clearinghouse of useful information. It includes the COPS Resource Center, where publications on a wide range of community policing topics from school and campus safety to gang violence can be ordered for free and are downloadable. The Resource Center's user-friendly publication search engine is used to make ordering or downloading these documents simple.

The COPS Office continues to host its American Customer Satisfaction Index (ACSI) on its website to assist in targeting areas of improvement for better dissemination of information to the public. The 2012 COPS ACSI results indicate that grantees find that the ease of completing applications through the COPS online site has improved each year since the 2010 re-launch of the website. The results also show that most grantees are able to complete online reporting requirements. Additionally, grantees are highly satisfied with the online Resource Information Center experience, rating their experience a 91 on a zero to 100 point scale.

In FY 2012, the COPS Office continued the conversion of pre-existing online courses to a new platform for incorporation in the web-based COPS Community Policing Portal. The web-based Community Policing Learning Portal is intended to reinvigorate COPS resources and create an online one-stop shop for community policing training. This portal will serve as the initial access point for community policing online training.

The web-based Community Policing Learning Portal is designed to:

- Educate and inform law enforcement practitioners, instructors, citizens and COPS Office grantees who currently lack easy access to community policing training;
- Fill a gap in existing knowledge and availability of information, thereby increasing the capacity for law enforcement agencies and communities to embrace the philosophy of community policing and put its tenets into practice; and
- Improve participants' knowledge and skills in community policing within the context of an overall problem-based learning delivery system that facilitates collaboration and communication with others in the field on topics of shared interest.

In February 2013, the web-based COPS Learning Portal became available to COPS grantees, law enforcement agencies and citizens. The web-based COPS Community Policing Learning Portal showcases four learning portals: COPS grantees, law enforcement practitioners, community members and the community policing professionals. All four portals have been enhanced with the inclusion of several online community policing courses. Another showcased feature is a new community policing curriculum development tool, which is housed under the COPS Grantee Portal site. This web-based tool, designed specifically for COPS grantees that are funded to develop training on behalf of the COPS Office, requires these grantees to standardize the way in

which training is developed, approved and delivered. This tool further enhances future COPS training initiatives to ensure training is of the highest quality.

In FY 2013 new online courses will continue to be developed for the COPS Web-based Learning Portal. The community members' portal will feature new courses designed to help citizens understand the vital role they play in community policing, their impact and how they can partner with law enforcement to make their communities safe. Courses will focus on specific issues such as: Gangs, Meth Labs, Partnership Building, Youth Violence, Suspicious Activity Reporting and Problem Solving. The portal for law enforcement practitioners will feature new online courses in Domestic Violence, Conflict Management, Cultural Diversity and Procedural Justice for executives and supervisors.

The portal for COPS grantees will include a new basic School Resource Officers (SRO) introductory course. The course will focus on the roles and responsibilities of an SRO as a law enforcer, informal counselor and educator, such as addressing crime and disorder problems, gangs, and drug activities affecting or occurring in or around an elementary or secondary schools; develop or expand crime prevention efforts for students; assist in the identification of physical changes in the environment that may reduce crime in and or around the school; educate likely school-age victims in crime prevention and safety and assist in developing school policy that addresses crime and recommend procedural changes. The SRO training will be mandatory for any personnel hired to ensure that their presence in the schools does not lead to unnecessarily harsh discipline and arrests for youth misbehaving, and that they will support other school personnel in implementing evidence-based positive behavior strategies.

If a grantee under the program chooses to hire the placement of a properly trained school resource officer, COPS Office training emphasizes that there are several roles that an SRO should play in order to be most effective within a community policing context, including law enforcer, informal counselor, and educator. As a law enforcer, SROs preserve order and promote safety by working with school administrators to address crime and safety problems occurring in or around the school, while respecting the civil rights of students and only using arrest powers when truly warranted. In this role, SROs also conduct comprehensive safety and security assessments, identify environmental changes that can reduce crime in and around schools, and serve as a liaison between the school and police. As a mentor, SROs develop relationships with at-risk youth and help connect students to professional services within both the school (guidance counselors and social workers) and the community (youth and family service organizations). As an educator, SROs can teach on a range of topics for students, faculty and parents, and encourage students to become involved in programs geared toward positive student behavior.

Once it is fully developed, the Community Policing Learning Portal will provide the COPS Office with the ability to offer online access to community policing training. Not only will the COPS Office be able to increase the knowledge of police organizations and their personnel and support staff, but also, with the power of the Internet, the Office will bring these resources to their communities and local governments. In addition, the COPS Office will be able to disseminate best practices, concepts and techniques to hundreds of law enforcement agencies and communities across the country. This in turn will invigorate the field of community policing by enabling practitioners to share and enhance best practices for eliminating or reducing specific crime and disorder problems.

## **COPS Customer Service**

The 2012 ASCI survey shows customer satisfaction with the COPS Office increased from 2011 to 2012. With an overall score of 79 of a 100-point scale, the COPS Office's score exceeds the latest federal government average score by 14 points. Customer satisfaction was measured in four areas: Application/Award Process, Grant Maintenance and Monitoring, Program Staff Support/Service, and COPS Response Center. The results demonstrate strong and continually improving customer service:

- Application and Award Process: Ease of understanding the terms and conditions of acceptance was the highest rated attribute of this measurement. This attribute increased from the 2011 score. Ease of completing the application through the COPS online site also improved from 2011.
- Grant Maintenance and Monitoring Impact: Most grantees are able to complete the online reporting and they are receiving the proper assistance from COPS regarding requirements and compliance issues.
- Program Staff Support/Service Impact: Grantees found COPS staff to be adept at answering questions about community policing and at directing grantees toward useful COPS resources. Grantees found program staff to provide timely responses.
- COPS Response Center: The Response Center remains the highest rated driver of customer service with a 2-point improvement from last year. The professionalism of Response Center staff remained at a very strong level, and customers found orders placed through the Response Center to be accurate and timely. Response Center staff was able to direct grantees to resources and answer questions about community policing.

### **3. Challenges**

In moving to full program cost accounting, the COPS Office is challenged by incorporating overhead costs associated with overseeing grant awards from funding appropriated in previous fiscal years. In most instances, COPS grant awards made prior to FY 2012 extended up to five years or more and require consistent monitoring and oversight. For example, in FY 2013 the COPS Office will still be incurring overhead costs associated with maintaining, monitoring, and closing out the grants awarded in FY 2011 and FY 2012 that will be in the second and third years of the grant lifecycle. To address this challenge, in FY 2013, the COPS Office will implement a new policy which trims the grant extension period from five years to 24 months, with approval beyond 24 months allowable for extraordinary circumstances.

The COPS Office also reports quarterly on the number of sworn officer jobs created and preserved through the American Reinvestment and Recovery Act (ARRA) of 2009. The COPS Office works closely with COPS Hiring Recovery Program (CHRP) grantees to ensure that program requirements are met and all funding is expensed and outlaid in accordance with COPS policies, federal financial guidelines, and ARRA regulations.

Federal law requires the expenditure of ARRA funds by the end of FY 2015, and this will impact the ARRA-funded COPS Hiring Recovery Program (CHRP). Implementation of these grants will extend beyond the initial three year grant period and unless the Department obtains a

legislative exemption from the requirement to expend all funds by FY 2015, grant recipients' employment of law enforcement officers and their support of public safety are at risk. The COPS Office has proactively conducted outreach to CHRP grantees to provide assistance with financial management and implementation of their grants.

In FY 2011, the Department commissioned a Grantmakers' Workforce and Workload Analysis to establish a consistent process for understanding the drivers of the workload and management and administration resource needs of the DOJ grant-making components—the COPS Office, the Office of Violence Against Women (OVW) and the Office of Justice Programs (OJP). The end-product was a workforce planning model and methodology to estimate future resources needs that takes into account the management of the entire portfolio of active grants and other important COPS Office activities including management of our knowledge resources and other mission-critical activities unrelated to COPS grant funding. This includes appropriations for the current year *and* multi-year grants funded in previous years that still require monitoring and oversight. This tool is utilized with other management processes and tools and supports an objective approach to inform management and administration needs. During FY 2012, COPS, OVW and OJP provided a report to the Congress on the workforce and workload analysis. In FY 2012, the Government Accountability Office completed an assessment of the workload tool and provided recommendations for ensuring the tool meets best practices. The COPS Office continues to partner with OJP and OVW to incorporate these best practices into our model updates.

#### **4. Full Program Costs**

All COPS programs are integrated into one comprehensive decision unit, Community Oriented Policing. Within the comprehensive decision unit, two primary activities have been identified: *Supporting Law Enforcement by Advancing Community Policing through Grant Resources*, and *Advancing Community Policing through Knowledge Resources*. In FY 2014, program funding will continue to be aligned with the two major activity functions, and will support the COPS Office's mission to advance public safety through community policing.

The management and administration costs associated with managing these programs and other mission-critical, non-grant related activities are also encompassed within the one comprehensive decision unit. The requested programs, and corresponding grant dollars, are then aligned under one of the two primary activities. The management and administration costs are prorated between the two activity functions so that the full cost of the decision unit as well as each major activity is apparent. The concept of integrating management and administration costs into the individual programs to further illustrate the full cost of each initiative has proved challenging in that a significant portion of overhead costs are associated with maintaining and closing out prior year grant awards or for continuing to manage programs no longer requested in the budget.

#### **5. Performance Challenges**

##### **Internal Challenges**

Management and administration resources remain critical to the COPS Office's role in helping state, local, and tribal law enforcement work to advance public safety in light of new challenges posed by the current economy. The COPS Office assists the law enforcement community through three specific activities: convening, responding, and funding. As a convening agency,

we call together the brightest minds in the profession, address emerging and critical issues, and send a powerful message to the field that we are engaged in building relationships and solving problems. As a responding agency, we continue to build on our history as the place the law enforcement profession turns to for the highest quality and practitioner-oriented training, technical assistance, and publications available on public safety issues and problems.

As a funding agency, we support the work of law enforcement in their communities through direct grants to state, local, and tribal law enforcement agencies. By the end of FY 2014, COPS estimates managing over 3,000 active grants provided to state, local, and tribal law enforcement agencies and the communities they serve. The majority of COPS grants are awarded for longer than a three-year period, requiring ongoing maintenance and monitoring during the entire life of the grant. We also face the challenge of ensuring that management and administration funds made available to our office reflect our resource needs to support not only our current year's appropriation for grant programs, but also our responsibility to the American taxpayer for the programmatic and financial oversight of grants awarded in prior years, and our convening and responding activities.

The COPS Office also uses management and administration resources to support research and evaluation activities conducted by COPS Office staff. Many of these activities result in deliverables produced through the COPS Office independent of grant funding. In FY 2012, the COPS Office produced a report on *The Relationship Between Economic Conditions, Policing and Crime Trends*, which can be found at <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0669>. This report was produced as a companion to the 2011 COPS Office report on *The Impact of the Economic Downturn on American Police Agencies*, and further explores how community policing principles will help agencies adapt to changing budgets without endangering public safety. In FY 2012, the COPS Office produced a book entitled *American Policing in 2022: Essays on the Future of a Profession* which can be found at <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-P235>. This book has been highlighted in numerous speeches and featured at the 2012 IACP Conference and in multiple publications. The evaluation outcomes discussed in the reports validate why the COPS Office promotes adoption of community policing practices by the law enforcement field, as these reports have demonstrated that community policing practices are effective. Without sufficient management and administration resources to cover both prior and current year's appropriations grant activities, as well as additional mission-critical non-grant related activities, the Office would not have been able to produce these important reports for the law enforcement field.

In FY 2012, the COPS Office also leveraged staff salaries and expenses to respond to the emerging needs of law enforcement agencies. For example, COPS staff helped establish the Officer Safety and Wellness Working Group (OSW) through an inter-Departmental partnership. Addressing the important issue of law enforcement officers' safety in the field, the OSW convenes experts in criminal justice and the field in order to acquire, analyze, and disseminate information and insights that can help guide the Department's national efforts to support local, state and tribal law enforcement. The Attorney General has recognized this initiative for providing training programs and information-sharing platforms to identify dangerous suspects prior to making contact and inform key policies and practices in order to keep officers in the Nation's communities safe.

COPS performance measures focus on COPS Office performance in meeting its mission to advance public safety through community policing and place an additional emphasis on the

COPS Office's performance related to providing knowledge resource products (training/technical assistance and publications) to state, local, and tribal law enforcement. The challenge for the COPS Office will be to maintain a high level of performance while also responding to new priorities and the production and distribution of knowledge resource products.

The primary focus for the COPS Office will be to ensure that resources and strategies are aligned with this evolving focus on knowledge resources while continuing to provide excellent customer service to grantees; and awarding, maintaining, and closing out grants. Throughout the process, the COPS Office will continue to pursue evidence-based grant-making practices and promote public adoption of effective community policing practices. For example, the COPS Office is heavily invested in the White House initiative, Strong Cities Strong Communities (SC2), where it provides technical assistance to the Chester, Pennsylvania police department on issues such as crime analysis, faith-based partners, and community-based government problem-solving. The COPS Office also collaborates with the DOJ's Office of Justice Programs (OJP) on the National Forum on Youth Violence Prevention, that was established by the Obama Administration, by planning, coordinating and presenting workshops at Forum meetings to build comprehensive local and national solutions to youth and gang violence. Ensuring the appropriate balance of all mission-critical priorities will require the Office to continue to assess human capital resource alignment, strategies toward meeting the Office's mission, and monetary resources dedicated to meeting the challenge of providing knowledge resources customized based on grantee community policing needs, in order to increase their capacity to build relationships and solve problems for safer communities.

## 6. Environmental Accountability

The COPS Office is committed to integrating environmental accountability into its day-to-day decision making, as well as complying with all environmental laws and regulations. The Office continues its pursuit of reducing the Department's environmental impact through its involvement in various *Green* initiatives. In October 2011 the COPS Office relocated to the North of Mass Avenue Neighborhood, known as NOMA. We are part of the Constitution Square office buildings and occupy space with other DOJ components.

The building occupied by COPS and other DOJ components is a LEED Platinum certified Green Building. In addition to the paper and standard recycling products program, we have water saver restrooms and water faucets. The building exhibits a design that has efficient electrical fixtures by utilizing motion sensors and maximizes natural light. This is reducing the energy that is used for light. The building also utilizes a greywater recycling system and a Green roof.

## II. Summary of Program Changes

Item Name	Description				Page
		Pos.	FTE	Dollars (\$000)	
	<b>Comprehensive School Safety Program</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>45</b>
	<b>COPS Hiring Program</b>	<b>0</b>	<b>0</b>	<b>91,000</b>	<b>46</b>

### III. Appropriations Language and Analysis of Appropriations Language

#### COMMUNITY ORIENTED POLICING SERVICES

For activities authorized by the Violent Crime Control and Law Enforcement Act of 1994 (Public Law 103–322); the Omnibus Crime Control and Safe Streets Act of 1968 ("the 1968 Act"); and the Violence Against Women and Department of Justice Reauthorization Act of 2005 (Public Law 109–162) ("the 2005 Act"), [\$289,587,000]\$439,500,00, to remain available until expended: Provided, That, in addition to any amounts that are otherwise available (or authorized to be made available) for training and technical assistance, up to 5 percent of funds made available to the Office of Community Oriented Policing Services for grants may be used to provide training and technical assistance[.]: Provided further, That, in addition to any amounts that are otherwise available (or authorized to be made available) for research, evaluation or statistical purposes, up to 2 percent of funds made available to the Office of Community Oriented Policing Services for grants may be used for such purposes, including an evaluation administered with assistance from the Department of Education on the effectiveness of COPS-funded school resource officers and any other studies evaluating the impact of advancing public safety through community policing.

Of the amount provided under this heading:

(1) \$12,500,000 is for anti-methamphetamine-related [grants and assistance] activities, which shall be available to reimburse the Drug Enforcement Administration;

(2) \$20,000,000 is for improving tribal law enforcement, including hiring, equipment, training, and anti-methamphetamine activities; and

(3) [\$257,087,000]\$257,000,00 is for grants under section 1701 of title I of the 1968 Act (42 U.S.C. 3796dd) for the hiring and rehiring of additional career law enforcement officers under part Q of such title notwithstanding subsection (i) and (h) of such section: Provided, That notwithstanding subsection (g) of the 1968 Act (42 U.S.C. 3796dd), the Federal share of the costs of a project funded by such grants may not exceed 75 percent unless the Director of the Office of Community Oriented Policing Services waives, wholly or in part, the requirement of a non-Federal contribution to the costs of a project: Provided further, That notwithstanding 42 U.S.C. 3796dd-3(c), funding for hiring or rehiring a career law enforcement officer may not exceed \$125,000, unless the Director of the Office of Community Oriented Policing Services grants a waiver from this limitation: Provided further, That in addition to the purposes set out in subsection 1701(b)(1) and (2) of the 1968 Act (42 U.S.C. 3796dd(b)(1) and (2)), grants made with funds provided in this paragraph may be used for the hiring of non-sworn law enforcement personnel in amounts not to exceed \$50,000,000: Provided further, That within the amounts appropriated \$15,000,000 shall be transferred to the Tribal Resources Grant Program to be used for the hiring and rehiring of tribal law enforcement officers: Provided further, That of the amounts appropriated under this paragraph, \$15,000,000 is for community policing development activities in furtherance of the purposes in section 1701: Provided further, That of the amounts appropriated under this paragraph, \$10,000,000 is for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701: Provided further, That within the amounts appropriated herein, notwithstanding subsections (f) and (h) of section 1701 of title I of the 1968 Act, 5 percent may be awarded at the discretion of the Attorney General to address special needs, contingencies, and requirements.



(4) \$150,000,000 is for a comprehensive school safety program of grants and technical assistance to improve school safety through hiring, equipment, training and responding to other critical needs as authorized by sections 1701 and 2701 of the 1968 Act (42 U.S.C. 3796dd and 42 U.S.C. 3797a): Provided, That in addition to the hiring of sworn school resource officers under 42 U.S.C. 3796dd(b)(12), grants made with funds under this paragraph may be used for the hiring of non-sworn school safety personnel, including civilian public safety personnel, school counselors, school psychologists, other qualified psychologists, school social workers, and child and adolescent psychiatrists: Provided further, That the terms school counselor, school psychologist, other qualified psychologist, school social worker, and child and adolescent psychiatrists are as defined by Section 5421(e) of the Elementary and Secondary Education Act of 1965, as amended: Provided further, That notwithstanding 42 USC 3796dd-3(c), funding for the hiring of a school safety position may not exceed \$125,000, unless the Director of the Office of Community Oriented Policing Services grants a waiver from this limitation: Provided further, That notwithstanding 42 U.S.C. 3797a(d)(1), the matching funds requirement set forth in 42 U.S.C. 3796dd(g) shall apply to this program: Provided further, That notwithstanding 42 U.S.C. 3797d(1), for the purposes of this program, "school" means any elementary or secondary school as set forth in 42 U.S.C. 3796dd(b)(12): Provided further, That grants may be awarded and technical assistance may be provided under this program to the entities set forth in 42 U.S.C. 3796dd(a): Provided further, That this program shall be administered with assistance from the Department of Education: Provided further, That the Attorney General may transfer such amounts to the Department of Education, from the amounts appropriated under this paragraph, as may be necessary to administer this program.

## **Analysis of Appropriations Language**

Addition: Provided further, That, in addition to any amounts that are otherwise available (or authorized to be made available) for research, evaluation or statistical purposes, up to 2 percent of funds made available to the Office of Community Oriented Policing Services for grants may be used for such purposes, including an evaluation administered with assistance from the Department of Education on the effectiveness of COPS-funded school resource officers and any other studies evaluating the impact of advancing public safety through community policing.

Provides authority to use up to 2 percent of program funding for research, evaluation or statistical purposes, in addition to other funding appropriated for these purposes.

Deletion: grants and assistance.

Removes the authority to use this funding for COPS-administered grants and assistance as it relates to anti- methamphetamine activities.

Addition: activities, which shall be available to reimburse the Drug Enforcement Administration.

Allows the COPS Office to reimburse DEA for anti-methamphetamine related activities.

Addition: Provided further, That in addition to the purposes set out in subsection 1701(b)(1) and (2) of the 1968 Act (42 U.S.C. 3796dd(b)(1) and (2)), grants made with funds provided in this paragraph may be used for the hiring of non-sworn law enforcement personnel in amounts not to exceed \$50,000,000.

Allows up to \$50,000,000 of hiring funds to be used to hire non-sworn law enforcement personnel.

Addition: Provided further, That of the amounts appropriated under this paragraph, \$10,000,000 is for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701.

Allows \$10,000,000 of hiring funds to be used for the collaborative reform model of technical assistance.

Addition: \$150,000,000 is for a comprehensive school safety program of grants and technical assistance to improve school safety through hiring, equipment, training and responding to other critical needs as authorized by sections 1701 and 2701 of the 1968 Act (42 U.S.C. 3796dd and 42 U.S.C. 3797a): Provided, That in addition to the hiring of sworn school resource officers under 42 U.S.C. 3796dd(b)(12), grants made with funds under this paragraph may be used for the hiring of non-sworn school safety personnel, including civilian public safety personnel, school counselors, school psychologists, other qualified psychologists, school social workers, and child and adolescent psychiatrists: Provided further, That the terms school counselor, school psychologist, other qualified psychologist, school social worker, and child and adolescent psychiatrists are as defined by Section 5421(e) of the Elementary and Secondary Education Act of 1965, as amended: Provided further, That notwithstanding 42 USC 3796dd-3(c), funding for the hiring of a school safety position may not exceed \$125,000, unless the Director of the Office

of Community Oriented Policing Services grants a waiver from this limitation: Provided further, That notwithstanding 42 U.S.C. 3797a(d)(1), the matching funds requirement set forth in 42 U.S.C. 3796dd(g) shall apply to this program: Provided further, That notwithstanding 42 U.S.C. 3797d(1), for the purposes of this program, "school" means any elementary or secondary school as set forth in 42 U.S.C. 3796dd(b)(12): Provided further, That grants may be awarded and technical assistance may be provided under this program to the entities set forth in 42 U.S.C. 3796dd(a): Provided further, That this program shall be administered with assistance from the Department of Education: Provided further, That the Attorney General may transfer such amounts to the Department of Education, from the amounts appropriated under this paragraph, as may be necessary to administer this program.

Provides authority for a comprehensive school safety program comprised of grants and technical assistance, including authority to transfer funds to the Department of Education to assist in the administration of this program.

#### IV. Program Activity Justification

##### A. Community Oriented Policing

<i>Community Oriented Policing</i>	<b>Direct Pos.</b>	<b>Estimate FTE</b>	<b>Amount</b>
2012 Enacted	188	128	198,500,000
2013 Continuing Resolution	188	128	198,500,000
2013 Continuing Resolution 0.612% Increase	188	128	1,214,820
Base and Technical Adjustments	0	0	22,390,000
2014 Current Services	188	128	198,500,000
2014 Program Increases	0	0	241,000,000
2014 Program Offsets	0	0	0
2014 Request	188	128	439,500,000
<b>Total Change 2012-2014</b>			241,000,000

<i>Community Oriented Policing</i>	<b>Direct Pos.</b>	<b>Estimate FTE</b>	<b>Amount</b>
COPS MANAGEMENT AND ADMINISTRATION:			
2012 Enacted	188	128	37,004,000
2013 Continuing Resolution	188	128	37,004,000
2013 Continuing Resolution 0.612% Increase	188	128	226,000
Base and Technical Adjustments	0	0	(48,000)
2014 Current Services	188	128	37,182,000
2014 Program Increases	0	0	0
2014 Program Offsets	0	0	0
2014 Request	188	128	37,182,000
<b>Total Change 2012-2014</b>	0	0	178,000

<i>Community Oriented Policing Services- Information Technology Breakout</i>	<b>Direct Pos.</b>	<b>Estimate FTE</b>	<b>Amount</b>
2012 Enacted	3	3	7,386,000
2013 Continuing Resolution	3	3	6,705,000
2013 Continuing Resolution 0.612% Increase	0	0	0
Adjustments to Base and Technical Adjustments	0	0	0
2014 Current Services	3	3	6,705,000
2014 Program Increases	5	5	332,000
2014 Program Offsets	0	0	0
2014 Request	8	8	7,037,000
<b>Total Change 2012-2014</b>			(349,000)

## **1. Program Description**

The programs and resources offered by the COPS Office provide state, local, and tribal law enforcement agencies with a variety of community policing strategies for enhancing public safety and assisting in meeting existing and changing priorities within their communities. COPS initiatives can be grouped into two primary activities: *Supporting Law Enforcement by Advancing Community Policing through Grant Resources*, and *Advancing Community Policing through Knowledge Resources*.

*Supporting Law Enforcement by Advancing Community Policing through Grant Resources* program activities have provided law enforcement with the tools necessary to develop innovative, problem-solving approaches through community partnerships, to address the causes of crime and disorder within their community. COPS funding has provided state, local, and tribal law enforcement agencies with grants for officer positions, training and technical assistance, equipment, and technology, that enable law enforcement to build and strengthen their community policing infrastructure; and provided technical assistance to ensure that agencies are properly and effectively implementing the grant funding.

*Advancing Community Policing through Knowledge Resources* program activities encompass COPS outreach efforts in advancing and supporting community policing strategies in agencies and communities across the nation through training; convening conferences; providing publication products; disseminating best practices; promoting law enforcement and community partnerships; and conducting program evaluations. These efforts also assist in preparing officers and their departments to meet challenges by using community policing strategies, as well as promoting collaboration between law enforcement and communities to solve problems locally.

Program management and administration resources support the personnel requirements, contractual needs, information technology initiatives, and general overhead required to operate efficient and effective grant programs. These costs are identified separately under each program activity.

### **Activity: Supporting Law Enforcement by Advancing Community Policing through Grant Resources**

*Supporting Law Enforcement by Advancing Community Policing through Grant Resources* is, and has been since the office's inception, a primary program activity of the COPS Office. The COPS Office proposes to support state, local, and tribal law enforcement in FY 2014 primarily through the awarding of grants under COPS Hiring and Indian Country Programs.

#### **COPS Hiring**

COPS hiring programs were developed to increase the number of community policing officers on the streets of America. As state, local, and tribal law enforcement embrace the challenges of keeping communities safe, this is now more important than ever.

More than a decade ago, as crime was soaring, law enforcement officers were rushing from incident to incident. Today, more than 15 years after the Violent Crime Control and Law Enforcement Act of 1994 was signed into law, officers and citizens are partnering to develop creative and innovative ways to resolve long-standing community problems and public safety issues.

The COPS Office implemented the Universal Hiring Program (UHP) in 1995, and to date, COPS has funded the addition of over 124,600 community policing officers and awarded over \$8.5 billion in funding. In all, COPS has awarded more than 38,000 grants to over 13,000 state, local, and tribal law enforcement agencies to advance community policing through COPS hiring resources. In addition to funding additional officers, these grants have been used to advance crime-fighting technology, support crime-prevention initiatives, and provide training and technical assistance.

In FY 2009, the COPS Office assisted the Administration in stimulating an economic recovery through the COPS Hiring Recovery Program (CHRP) appropriated under the American Recovery and Reinvestment Act. With \$1 billion in grant funding, along with provisions to waive the officer salary cap and the local match requirement, the COPS Office received an unprecedented demand for hiring funds totaling over \$8 billion dollars. CHRP funded an additional 4,699 community policing officers in 1,046 agencies.

In FY 2010, the COPS Office funded 1,388 additional officer positions. In FY 2011, the COPS Office invested \$243 million to continue the COPS Hiring Program (CHP) activities that began with the American Recovery and Reinvestment Act of 2009 by funding 1,021 community policing officers in 238 agencies.

The demand from state, local and tribal governments for COPS hiring funds remains extremely high, especially with state and local budgets being tightened. A January 2009 press release by the Police Executive Research Forum stated that nearly two out of three police agencies responding to its survey said they were making plans to cut their budgets. Additionally, 44 percent of the police departments reported increases in certain types of crime (robberies, burglaries, and thefts) which they believe could be attributed to the economic crisis. A total of 27 percent stated that they had already implemented a hiring freeze for sworn law enforcement positions. As previously mentioned, the demand for funding under the COPS Hiring Recovery Program (CHRP) in FY 2009, was unprecedented, as the COPS Office received over 7,200 applications requesting over \$8 billion in federal funding. In FY 2010, COPS received 4,423 applications requesting over \$2 billion in federal funding. The FY 2011 demand for CHP was similar to the prior year demand in terms of total funding requested; over \$2 billion was requested in 2,712 applications.

In FY 2012, to manage demand in light of a decrease in CHP funding (\$111 million available) and the impact of that demand on COPS workload, the FY 2012 solicitation was made available only to agencies that applied in FY 2011 that did not receive funding or were partially funded. Additionally, the inclusion of military veterans who served on active duty on or after September 11, 2001 was a requirement of the FY 2012 CHP solicitation. The COPS Office funded 828 officer positions in FY 2012. Funding will be proportionately taken from CHP for COPS management and administration activities; the allowance for up to five percent of total discretionary budget to be used for technical assistance to grantees; and the allowance for up to two percent of the total FY 2014 discretionary budget to be used for research, evaluation or statistical purposes.

In FY 2013, the COPS Office anticipates \$166 million for the COPS Hiring Program. Of this amount, \$15 million is requested as a transfer to the Indian Country Program to be used for the hiring of tribal law enforcement officers. The Department recognizes the serious needs facing

Tribal governments and believes that a dedicated funding stream for the hiring of Tribal officers will help bridge the serious gap between those needs and the resources available. Also, \$10 million will be dedicated to training and technical assistance to the law enforcement community, and will be administered through the COPS Community Policing Development (CPD) Initiative. In FY 2013, the COPS Office is giving a preference in any grant awards used for hiring school resource officers, as well as for hiring post-9/11 veterans as officers. Funding will be proportionately taken from the FY 2013 COPS Hiring Program for COPS management and administration activities.

In FY 2014, the COPS Office proposes a funding level of \$257 million for CHP. Of the \$217 million available for CHP after the transfers to the Indian Country, CPD initiative activities and the Collaborative Reform Model of Technical Assistance, the COPS Office anticipates that \$183 million will be available for hiring grants to state, local and tribal law enforcement agencies. Additional funding will be proportionately taken from CHP for COPS management and administration activities; the allowance for up to five percent of total discretionary budget to be used for technical assistance to grantees; and the allowance for up to two percent of the total FY 2014 discretionary budget to be used for research, evaluation or statistical purposes.

New in FY 2014 is a request for CHP funding to be used for the hiring of both sworn and non-sworn personnel. Of the amount available for CHP, \$50,000,000 will be dedicated to advancing community policing through the hiring of non-sworn personnel, such as crime and intelligence analysts, to permit the redeployment of sworn law enforcement personnel to the streets. The number of non-sworn law enforcement personnel funded under this grant should result in an equivalent increase in the number of sworn career law enforcement officers redeployed into community policing. The infusion of hiring dollars for both sworn and non-sworn personnel will provide grantees with the capacity to develop and implement a comprehensive problem-solving approach towards crime prevention and create safer neighborhoods. We propose maintaining the 25 percent local match requirement and the \$125,000 salary cap per officer are applicable to FY 2012 and FY 2013 grant awards.

The COPS Office also proposes significant changes to CHP in FY 2014 designed to increase program flexibility and maximize the impact of funding. Consistent with the FY 2013 President's Budget request, we request the removal of the statutory requirement that 50 percent of hiring funding is awarded to law enforcement agencies that serve populations of 150,000 individuals or fewer and the other 50 percent be awarded to agencies serving populations greater than 150,000 individuals. The removal of the population split requirement will allow the program development for CHP to be more flexible in funding innovative neighborhood level strategies.

The COPS Office is considering two strategies that would provide a more focused approach to the administration of CHP, each of which would include a targeted technical assistance effort since the number of awards would be small enough to develop cohort based approaches. The program evaluation of this new approach could be done several different ways. The models selected to address the agency-identified problems have an evaluation component built in—our process will link this component to the impact of the CHP officers. Also, by treating the grantees as a cohort, we can evaluate the overall approach and technical assistance to see if the problem really was impacted.

**1. Focus on “neighborhood level” community policing partnerships and problem solving.**

The criteria scoring on indicators of crime, poverty, gangs, economic crisis, etc. would produce a list of communities who would commit to having their officers work in a particular neighborhood within their jurisdiction on its interrelated problems. The grant application would center on the neighborhood the law enforcement agency would commit to servicing, tracking specific outcomes and providing services through partnerships. The targeted area would be geographically defined, allowing large cities, mid-size cities, suburban and rural communities to participate.

**2. Promote a specific model of crime reduction and intervention linked to community policing.**

This approach would commit the grantee agency to implementing a predetermined model of crime reduction in the specific neighborhood they chose. The key feature would be an evidence-based tested model with the component of an outcome evaluation. The implementation plan would include a pre-selection process through a white paper submission by the representatives of the various models, outlining how their model could be implemented within the context of the hiring program and enhancing community policing efforts. These options could include:

- Drug Market Intervention
- Hot Spot Policing
- Social Network impact on potential homicide
- National Network of Safe Communities – John Jay College
- Diversion strategy – Vermont Probation and Parole
- RECAP faith-based partnerships

Similar to the FY 2012 and FY 2013 enacted budgets, in FY 2014 the COPS Office proposed that Management and Administration (M&A) funds be provided as a carve out of program funds. M&A funding provides the resources to effectively and efficiently administer new grants and community policing activities; to maintain and monitor active grants awarded in prior fiscal years; and to remain compliant with legislative requirements and Administration directives. Management and administration resources also support mission-critical, non-grant related activities, such as research and evaluation which produced the FY 2011 COPS Office report *The Impact of the Economic Downturn on American Police Agencies*, the 2012 COPS Office book, *American Policing in 2022: Essays on the Future of a Profession*, and training and technical assistance activities.

**Impact of COPS Hiring Awards**

*City of Sparks, Nevada:* Over the past two years the City of Sparks, Nevada, has benefitted greatly from federal support for maintaining and hiring officers. With almost \$2 million in funding from the Department of Justice, Sparks has been able to increase its force from 108 to 114 police officers or approximately 6 percent.

The COPS hiring program has helped the department recover from a 20 percent reduction in the force over the past four years, as crime continues to increase. Poor economic conditions have led



to the increase in violent crimes which are about 30 percent higher than the national average. Foreclosure rates are the highest in the country, contributing to the higher rates of crime against property.

*City of Fresno, California:* The positive impact of the 41 officers paid for with COPS funding has been significant. During the past three years, the Fresno Police Department (PD) has lost 104 sworn police officer positions and 275 non-sworn civilian support positions. Maintaining the 41 grant-funded COPS officers has allowed Fresno PD to make an impact in reducing violent crime.

In calendar year 2011, Fresno PD saw a decrease from the year prior in homicides – down 22.2%, rape – down 31.8%, robbery – down 0.5%, aggravated assault – down 6.9%, domestic violence – down 19.6%, total violent crime – down 5.6%, larceny – down 7%, and vehicle burglary – down 4.5%. Fresno PD would not have realized these reductions in violent crime in 2011 if it were not for the additional 41 front line law enforcement officers who helped keep dangerous criminals off the streets.

Had Fresno PD not received the funding for the 41 police officers, they would have had to disband the violent crime impact team and redeploy those officers into patrol. This would have virtually eliminated Fresno PD's proactive policing efforts. As a result, officers would have been solely reactive - not having the capacity to track down serious violent felons or eradicate gang members and street level narcotics activity from some of Fresno's more blighted neighborhoods.

Since Fresno PD does have these proactive resources in place, due to funding from the COPS office, citizens continue to have a high level of confidence in the police department. Citizens who feel protected are more willing to step forward as witnesses and provide information to the police.

*City of Sacramento, California:* With the assistance of COPS hiring grants, the Sacramento County Sheriff's Department launched its Impact Division to combat violent street gangs through a multi-faceted approach. Since the inception of the program in early 2012, the results of the Impact Division have been impressive. The county saw no gang-related homicides in any jurisdiction that IMPACT covers [2011 had six *just* in the Sheriff's jurisdiction]; arrested 86 *legitimate* gang members, seized 67 firearms (26 of which were shotguns/rifles, 40 handguns, and one fully automatic machine gun); and recovered almost seven pounds of cocaine, over 300 pounds of marijuana, over four ounces of methamphetamine, about 400 marijuana plants, and 127 ecstasy pills.

### **Indian Country**

In response to the special needs of the nation's tribal law enforcement community, COPS Indian Country programs were created in FY 1999 to provide funding for law enforcement expenses, including hiring and training new community policing officers; training the existing force; and purchasing new equipment, technology and vehicles. Because state and local funding is not available to many tribes for officers and technology, the COPS Office has become one of the primary resources available to tribal law enforcement agencies seeking to develop and maintain a basic community policing infrastructure, as well as improve and upgrade their antiquated equipment.

Approximately \$300 million has been invested in the COPS Indian Country Program since the program's inception. This is in addition to funding to tribes provided under COPS' non-tribal specific program. Through the COPS Indian Country Program, more than 280 tribal law enforcement agencies nationwide have received COPS grants for equipment, technology, and training, and more than 920 officer positions have been funded.

The COPS Office continues to support the Administration's strong emphasis on meeting the public safety needs of the nation's tribal law enforcement community. Beyond direct funding for tribal law enforcement agencies, the COPS Office has participated in the Department of Justice's Comprehensive Indian Resources for Community and Law Enforcement (CIRCLE) Project that assists tribal law enforcement agencies in developing a comprehensive strategy to address local problems; the Mental Health and Community Safety Initiative for American Indian/Alaska Native Children, Youth, and Families (a partnership between DOJ, ED, and HHS) that created collaborative partnerships between law enforcement agencies and mental health, substance abuse, and social service agencies in an effort to address the crime problems associated with substance abuse and youth and family violence; the Tribal Law Enforcement Improvement Initiative (a collaboration between DOJ, EPA, AIEO, and BIA); and the Tribal Court Pilot Program that provided funding to tribal judicial systems to assist Tribal courts with the increased caseload associated with arrests.

Since FY 2010, the COPS Office has awarded funding for tribes through the Department's Coordinated Tribal Assistance Solicitation (CTAS) process, and plans to continue this strategy through FY 2014. CTAS began in FY 2010 in response to a request from tribal leaders to improve the DOJ grant-making process by streamlining it among COPS, OJP and OVW. Through CTAS, the COPS Office is able to meet multiple public safety resource needs within tribal communities within a single grant and hopes to increase the capacity of tribes to develop and implement a comprehensive approach to addressing their public safety, criminal and juvenile justice, and victimization issues. For example, the Office was able to provide officers, vehicles, equipment and training to a tribal law enforcement agency through a single award. This particular grantee plans to use this funding to decrease crime on the reservation; increase law enforcement response time; provide visibility and safer roadways and increase community policing competency and knowledge within the tribal police force. The grantee's objective is to use the funding to strengthen partnerships in the community and initiate new community policing techniques for the overall benefit of the tribe.

In FY 2011, the COPS Office made 106 awards totaling approximately \$33 million to tribal communities. The demand for grant funding under the FY 2012 COPS Indian Country Program far exceeded the \$28 million available for awards, after a proportional amount was carved out for management and administration. The COPS Office received 168 applications requesting approximately \$113 million in funding and was the number one requested CTAS Purpose Area. The Purpose Area is designed to expand the implementation of community policing and meet the most serious needs of law enforcement in tribal communities through a broadened and comprehensive program. The funding can be used to hire or re-hire sworn career law enforcement officers and Village Public Safety Officers as well as basic equipment and training to assist in the initiation or enhancement of Tribal community policing efforts. The FY 2012 goals for this purpose area were:

- To proactively address the most serious Tribal law enforcement needs.

- To increase the capacity of Tribal law enforcement agencies for safer communities and to enhance Tribal law enforcement's capacity to prevent, solve and control crime.
- To implement or enhance community policing strategies.
- To engage in strategic planning for law enforcement.

In FY 2012, the COPS Office made awards to 41 tribes to fund 62 officer positions through 23 awards and 41 equipment and training awards.

Of the total amount available in FY 2013 for Indian Country (\$20 million directly appropriated under this program plus the \$15 million transfer from CHP specifically for hiring and rehiring), COPS anticipates that \$5 million will support COPS management and administration needs. Funding will be proportionately taken from the Indian Country program for COPS management and administration activities.

In FY 2014, the COPS Office requests to maintain funding at the FY 2012 enacted level for the Indian Country Program to support a myriad of needs including hiring, training and technical assistance and anti-methamphetamine activities. This includes \$20 million in funds appropriated directly to the program, and a \$15 million transfer from CHP for the hiring and rehiring of officers in tribal communities. Funding will be proportionately taken from the Indian Country Program for COPS management and administration activities; the allowance for up to five percent of total discretionary budget to be used for technical assistance to grantees; and the allowance for up to two percent of the total FY 2014 discretionary budget to be used for research, evaluation or statistical purposes.

### **Comprehensive School Safety Program (CSSP)**

Since its creation in 1994, the COPS Office has had a history of developing innovative programs and resources designed to increase the ability of law enforcement agencies nationwide to better understand and respond to children and youth safety issues. The Office has dedicated significant grant funding to school safety programs, including the COPS in Schools (CIS) program that provided funding for salary and training for nearly 6,400 school resource officers (SROs) across the country, and the Secure Our Schools Program, which provided over \$110 million in resources for school safety planning activities and equipment.

In January of 2013, the President released his plan to reduce gun violence, make schools safer and increase access to mental health services. The COPS Office FY 2014 budget request supports that plan's common-sense proposals designed to make our schools safer with new resource officers and counselors, better emergency response plans, and more nurturing school climates. In Fiscal Year 2014, the COPS Office is requesting \$150 million for a new Comprehensive School Safety Program. This Comprehensive School Safety Program would provide funding for holistic, integrated, and individually tailored school safety and security resources for primary and secondary schools. The program aims to bring the law enforcement, mental health, and education disciplines together to provide a comprehensive approach to school safety. Law enforcement and school districts, in consultation with school mental health professionals, should come together to apply for funding that fills the gaps in their own school safety and security efforts.

Under this program, funding would be available for the hiring of school safety personnel, as well as school safety assessments, technical assistance, and/or training. School safety personnel includes sworn SROs and non-sworn school safety personnel, such as civilian public safety

personnel; school counselors; school psychologists; other qualified psychologists; school social workers; and child and adolescent psychiatrists. Funding may also be used to purchase school safety equipment; develop and update public safety plans; conduct threat assessments; and train “crisis intervention teams” that span the law enforcement, education, and mental health communities to respond to and assist students in crisis.

With assistance from the Department of Education (and flexible transfer authority), the program will support demand-driven grants, permitting the flexible use of funds for safety assessments, personnel, and equipment. Applications will be driven by local needs and the quality of the comprehensive safety plans submitted with the applications that show how all of the funding requests and proposed activities are linked together. Funding may also be used to support training for any personnel hired to ensure that their presence in the schools does not lead to unnecessarily harsh discipline and arrests for youth misbehaving, and that they will support other school personnel in implementing evidence-based positive behavior strategies.

If a grantee under the program chooses to hire the placement of a properly trained school resource officer, COPS Office training emphasizes that there are several roles that an SRO should play in order to be most effective within a community policing context, including law enforcer, informal counselor, and educator. As a law enforcer, SROs preserve order and promote safety by working with school administrators to address crime and safety problems occurring in or around the school, while respecting the civil rights of students and only using arrest powers when truly warranted. In this role, SROs also conduct comprehensive safety and security assessments, identify environmental changes that can reduce crime in and around schools, and serve as a liaison between the school and police. As a mentor, SROs develop relationships with at-risk youth and help connect students to professional services within both the school (guidance counselors and social workers) and the community (youth and family service organizations). As an educator, SROs can teach on a range of topics for students, faculty and parents, and encourage students to become involved in programs geared toward positive student behavior. When equipped with proper training and supported by educators and others using evidence-based practices, SRO’s can play a central role in comprehensive safety and security efforts.

Grantees may also choose to improve school and community safety by expanding school-based mental health programs through the hiring of qualified mental health professionals. Such qualified mental health professionals can improve safety by providing a broad spectrum of assessment, prevention, crisis response, counseling, consultation, and referral activities and services to students and the school community. In addition, expanded school-based mental health programs can promote collaboration with and provide training to school staff and SROs on best practices for providing students the supports they need to address social and emotional issues, preventing and responding to crises, and identifying and intervening early to address serious mental health issues and potential high-risk behavior.

### **COPS Methamphetamine**

COPS Methamphetamine funding assists state, local, and tribal law enforcement agencies in combating methamphetamine production and distribution, to target drug ‘hot spots’, and to remove and dispose of hazardous materials at clandestine methamphetamine labs. Since 1998, COPS has received more than \$500 million in Methamphetamine funding to make grant awards to combat the spread of methamphetamine nationwide as well as to provide funding to the Drug Enforcement Administration (DEA) for meth lab clean-up activities.

In FY 2014, the COPS Office requests \$12.5 million to provide assistance through the DEA to help stem clandestine methamphetamine manufacture and its consequences.

**Activity: Supporting Law Enforcement by Advancing Community Policing through Knowledge Resources**

**COPS Office Technical Assistance Support Continuum:**

The COPS Office, since the beginning of its mission to advance community policing, has always emphasized the importance of training and technical assistance to the field. While training provides foundational knowledge of the tenets of problem solving, community engagement, and organizational change technical assistance allows agencies and the community to apply these concepts to their own unique crime and relationship issues. The following chart shows the evolution of how the COPS Office provides technical assistance support. At its most basic level, the COPS knowledge products provided in print and electronic format allow interested parties to self-select topics and solutions, often upon recommendations from COPS Office staff. A more targeted and in-depth approach to technical assistance is provided by specific grantees, charged by the COPS Office through cooperative agreements, to various agencies through on-site or targeted outreach. The most in-depth technical assistance is provided once an assessment is done and reports with recommendations are generated that are unique to that law enforcement agency. Usually containing promising practices information and advice, this level of technical assistance is designed to promote the organizational change necessary to achieve a high level of community policing implementation.

## COPS OFFICE TECHNICAL ASSISTANCE (TA) SUPPORT CONTINUUM

COPS OFFICE					CIVIL RIGHTS DIVISION		
Description of Technical Assistance	Assessment Models						
	Basic	Grantee Resources	Critical Incident Review	Collaborative Reform Model	Investigation with Technical Assistance	Investigation with Collaborative Agreement	Litigation
	<ul style="list-style-type: none"> <li>Printed TA materials available</li> <li>Podcasts</li> <li>Conference calls:                             <ul style="list-style-type: none"> <li>As grantee cohorts</li> <li>With subject matter experts (SMEs)</li> </ul> </li> <li>COPS Staff outreach through:                             <ul style="list-style-type: none"> <li>Phone calls</li> <li>Visits</li> </ul> </li> <li>COPS Response Center/ Resource Information Center</li> </ul>	<ul style="list-style-type: none"> <li>On-site technical assistance</li> <li>Customized technical assistance</li> <li>Limited in scope</li> <li>Coordinated with other DOJ components</li> </ul>	<ul style="list-style-type: none"> <li>Collect and review real data for context on a specific incident or problem</li> <li>Report on lessons learned or promising practices</li> <li>Collect/review data on specific incident to collect lessons learned</li> <li>Organizational change strategies in law enforcement in conjunction with communities</li> </ul>	<ul style="list-style-type: none"> <li>Collect and review real data to recommend organizational change strategies within a law enforcement agency</li> <li>Use SMEs to inform practice and break patterns of individual or organizational behavior</li> <li>Six or twelve month follow-up</li> </ul>	<ul style="list-style-type: none"> <li>Investigation with document and onsite review by SME experts and DOJ attorneys to determine nature and extent of problem</li> <li>Solicit input from officers, community, and other stakeholders to inform findings</li> <li>If no pattern or practice found, offer technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>If investigation shows pattern or practice violation, work with agency to reach an agreement on remedial measures</li> <li>Solicit input from officers, community, and other stakeholders to inform remedy</li> <li>Agreement (usually Court-ordered)</li> </ul>	<ul style="list-style-type: none"> <li>Initiate legal action if necessary to obtain relief for violations</li> <li>Seek Court enforcement of agreement when necessary</li> </ul>
	Grantees Conference Attendees	New Orleans, LA CHP Grantees	Tampa, FL <i>(completed October 2011)</i>	Las Vegas, NV <i>(completed October 2012)</i> Spokane, WA	Lorain, Ohio	New Orleans, LA Seattle, WA East Haven, CT	Maricopa County, AZ Alamance Co., NC
	CPD Solicitation Projects	CPD Solicitation Projects Targeted Awards	Targeted CPD award	Targeted CPD award			

The COPS Office recognizes the value and importance of technical assistance to the law enforcement field. COPS funds are used to advance the practice of community policing in law enforcement agencies through training and technical assistance that enhance the problem-solving skills of law enforcement professionals and the development of innovative community policing strategies; applied research; guidebooks; and best practices that emphasize crime prevention. To date, COPS has disseminated over 6,600,000 knowledge products and trained more than 600,000 policing professionals and community leaders in topics such as violent crime reduction strategies; ethics and integrity; terrorism prevention and preparedness; school safety; partnership building; problem-solving; and crime analysis.

### **Community Policing Development**

COPS Community Policing Development (CPD) funding contributes to developing the capacity of law enforcement to implement community policing strategies, builds knowledge about effective practices and outcomes, and supports creative approaches to preventing crime and promoting safe communities. CPD funds also address the unique needs of targeted audiences and stakeholders, such as campus and school safety programs; tribal and Native American law enforcement; returning offenders; faith based programs; and agencies implementing large technology initiatives.

By investing in training and technical assistance, the Department of Justice will be able to continue to support community safety throughout the nation and significantly contribute to developing the capacity of law enforcement to implement community policing strategies, build knowledge about effective practices and outcomes, and support creative approaches to addressing crime and promoting safe communities.

In FY 2012, the COPS Office used approximately \$10 million in CPD funding to support grants and cooperative agreements, provide technical assistance and produce community policing publications. A new initiative featured in the FY 2012 CPD competitive solicitation was the “Micro Grant Program”, which consisted of a small number of awards made directly to local law enforcement agencies to provide seed funding to implement and test innovative community policing strategies. Law enforcement agencies applied for grants up to \$50,000 to enhance or try a new innovation of community policing at the local level. This initiative was developed because the COPS staff noticed that approximately 10% of the overall CPD applications contained proposals from small agencies, in particular, that had applied for CPD grants in the past, but did not have the resources or support to develop their ideas fully or replicate them for use by other agencies. This new approach allowed these agencies to receive resources and try new ideas. The COPS Office has managed them as a group, created a supportive virtual community of practitioners, and provided technical assistance if they need it. The results will be published by the COPS Office so that other small agencies can learn from their experiences. These awards were required to include an evaluation component to test program effectiveness. The COPS Office proposes to continue this funding model in FY 2013 and FY 2014 as a part of innovative community policing programs aimed directly at local law enforcement agencies.

In FY 2013, \$10 million is available for training and technical assistance as a carve out from the COPS Hiring funding will be administered through the CPD Initiative to provide resources in direct support of the Department’s objective (3.1) to “Promote and strengthen relationships and strategies for the administration of justice with State, local, Tribal, and international law enforcement.” The \$10 million will be used in part to increase the amount of training and

technical assistance that the COPS Office provides directly to state, local and tribal law enforcement to address their most critical needs. The COPS Office also plans to continue the development and distribution of knowledge resource products that advance community policing strategies to address crime and disorder issues across the country. FY 2013 training and technical assistance funding will also allow the COPS Office to continue to support critical community-based initiatives. In addition, in FY 2013 the COPS Office will use Community Policing Development (CPD) funds to develop a model for FY 2014 Comprehensive School Safety Program, including an updated SRO training program to ensure that SROs that are funded are following the community policing model required by COPS in FY 2014.

The COPS Office provides a unique service by focusing on the importance of the community perspective in state and local initiatives. Through the broad range of training and technical assistance provided through the CPD Initiative, the COPS Office has partnered with other DOJ and federal government entities doing place-based work in communities to enhance public safety. For example, in New Orleans, Louisiana the Office is working with the U.S. Attorney and the New Orleans Police Department to improve training through their police academy and to address crime and disorder in three distressed neighborhoods. The COPS Office is also heavily invested in the White House initiative, Strong Cities Strong Communities (SC2), where it provides technical assistance to the Chester, Pennsylvania police department on issues such as crime analysis, faith-based partners, and community-based government problem-solving.

In addition to the community-based initiatives that training and technical assistance funding supports, it also supports other critical Department of Justice law enforcement initiatives. For example, it supports the COPS Office's partnership with the Bureau of Justice Assistance (BJA) on the "Officer Safety and Wellness Working Group." This working group was created to address the alarming increase in the number of officers killed in the line of duty and is a critical initiative designed to create promising practices on preventing officer in the line of duty deaths. The working group is meeting with law enforcement stakeholders such as the International Association of Chiefs of Police and the National Sheriff's Association. The COPS Office also partners with the DOJ Community Relations Service on curriculum and outreach to communities in Puerto Rico and with the Civil Rights Division to identify agencies whose issues do not rise to the level of an investigation but could benefit from technical assistance.

In 2014, the COPS Office proposes to increase funding for CPD by \$5 million to \$15 million for training and technical assistance. This request also includes the provision for up to five (5) percent of all appropriated funding to be used for these activities, to be administered through the CPD Initiative. This amount would be above and beyond funding appropriated specifically for these purposes. Training and technical assistance funding contributes to developing the capacity of law enforcement to implement community policing strategies, builds knowledge about effective practices and outcomes, and supports creative approaches to addressing crime and promoting safe communities, such as police integrity initiatives, overcoming recruitment and hiring challenges and hiring in the spirit of service, improving the use of information technology, and addressing urban violence, gangs, and drug issues. CPD funds also address the unique needs of targeted audiences and stakeholders, such as campus and school safety; tribal and Native American law enforcement; returning offenders; child and youth safety; and faith based programs.

The COPS Office strategically develops community policing development themes and outcomes to address the current, long-term and emerging needs of law enforcement and related



stakeholders. The FY 2014 themes, and corresponding program statements and program outcomes, might include:

## **I. Community Policing and Homeland Security**

### **Role of Local Law Enforcement Agencies in Homeland Security**

*Program Statement* - Improve the capacity of law enforcement agencies to partner with relevant stakeholders on homeland security initiatives and to integrate homeland security roles with community policing and traditional law enforcement agencies responsibilities.

*Program Outcomes:*

- Increase the capacity of state, local, and tribal law enforcement agencies to develop and maintain a criminal intelligence capability.
- Increase the capacity of state, local, and tribal law enforcement agencies to develop and maintain an all-crimes approach in their agency and/or in partnership with other jurisdictions and entities (e.g. fusion centers).
- Increase the ability of law enforcement agencies to measure the success of homeland security related activities.

## **II. Business of Law Enforcement**

### **Recruitment and Hiring**

*Program Statement* - Improve the capacity of law enforcement agencies to attract and hire officers who embrace and implement the community policing philosophy.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to recruit, hire, and retain service-oriented officers.
- Increase the capacity of law enforcement agencies to brand and market their departments to better meet the needs of community policing.
- Increase the capacity of law enforcement agencies to establish and/or enhance a human capital strategy to hire sworn and non-sworn personnel.

### **Ethics and Integrity (Internal)**

*Program Statement* - Increase the awareness of law enforcement agencies of the importance of ensuring a culture of trust and accountability.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to implement integrity related initiatives to better enhance internal accountability.
- Increase the capacity for law enforcement agencies to train, educate, and prepare officers to work in a community policing environment where trust, honesty, and integrity are actively embraced and promoted.

### **Technology**

*Program Statement* - Improve the capacity of law enforcement agencies to use technology to support community policing efforts through the capture of data.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to conduct data sharing among public service agencies.
- Increase the capacity of law enforcement agencies to incorporate technology in their organizational practices.

### **III. Community and Law Enforcement Relationships**

#### **Ethics and Integrity (External)**

*Program Statement* - Increase the capacity of law enforcement agencies and the communities they serve to develop and enhance mutual trust.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to address citizen concerns with the goal of building community trust.
- Increase the capacity of law enforcement agencies and relevant stakeholders to develop partnerships that increase mutual trust between law enforcement and the community.
- Increase the capacity of law enforcement agencies to increase officers' level of cultural competency when interacting with citizens.

#### **Criminal Justice Alternatives**

##### ***(Re-Entry, Restorative Justice and Community and Faith Based Organizations)***

*Program Statement* - Develop partnerships and projects throughout the criminal justice system that will result in reduced recidivism among offenders, through the development of effective alternatives to arrest and incarceration and enhanced reentry efforts.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to work with other criminal justice agencies, social service providers and community groups to develop effective alternatives to incarceration.
- Increase the capacity of law enforcement agencies to reduce recidivism of returning offenders through comprehensive reentry programs.

### **IV. Economy and Public Safety**

#### **Public Safety in a Distressed Economy**

*Program Statement* - Increase the capacity of law enforcement agencies and relevant stakeholders to leverage community policing in responding to the effects of local economic distress on public safety.

*Program Outcomes:*

- Increase the prevention and outreach capacity of law enforcement and stakeholder partnerships to counteract crimes and quality of life issues affected by local economic distress through prevention and outreach.
- Increase the capacity of law enforcement agencies to analyze, respond to, and evaluate the responses to specific crime problems uniquely associated with the economic climate (e.g. mortgage fraud, abandoned properties, ID theft).
- Increase the capacity of law enforcement to use community policing to maintain and expand levels of service in the face of recession-generated economic constraints and budget cutbacks, and to evaluate the cost-benefits of community policing.

### **V. Violent Crime**

#### **Gang Violence**

*Program Statement* - Increase the capacity of law enforcement agencies to implement a comprehensive community policing response to gangs including prevention, intervention, suppression and partnership.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to analyze and understand local gang issues.
- Increase the capacity of law enforcement agencies to develop partnerships with relevant stakeholders to address local gang issues.
- Increase the capacity of law enforcement agencies to develop a comprehensive response to gang problems.

## **Drugs**

*Program Statement* - Increase the capacity of law enforcement agencies to address drugs in a comprehensive community policing approach including prevention, intervention, suppression and partnership.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to address Drug Endangered Children.
- Increase the capacity of law enforcement agencies to address the growing problem of prescription drug abuse.
- Increase the capacity of law enforcement agencies to implement coordinated responses to methamphetamine use, production and trafficking.
- Increase the capacity of law enforcement agencies to share data across jurisdictional boundaries.

## **Urban Violence**

*Program Statement* - Improve the ability of law enforcement agencies and communities to address specific violent crime problems in distinct urban areas.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to analyze and understand urban area violent crime.
- Increase the capacity of law enforcement agencies to partner with relevant stakeholders to address violent crime in urban areas.
- Increase the capacity of law enforcement agencies to target at risk youth.

## **VI. Child/Youth Safety**

### **Child Sexual Predators/ Internet Safety**

*Program Statement* - Increase the capacity of law enforcement agencies to reduce and prevent child endangerment and protect communities from sexual predators.

*Program Outcomes:*

- Increase capacity of law enforcement agencies to help locate, arrest, and prosecute child sexual predators and exploiters, and enforce state sex offender registration laws.
- Increase capacity of law enforcement agencies to improve coordination and partnerships in addressing and reducing child endangerment.
- Increase capacity of law enforcement agencies to improve investigative efforts of sexual predators online through enhanced technology capability.

## **VII. Quality of Life Crimes**

### **Fear of Crime**

*Program Statement* - Increase the capacity of law enforcement agencies to address fear of crime in a comprehensive community policing approach.

*Program Outcomes:*

- Increase the awareness of law enforcement agencies regarding the negative impact fear of crime has on communities.

- Increase the capacity of law enforcement agencies to measure fear of crime in their jurisdiction.
- Increase the knowledge of law enforcement agencies regarding promising practices that may be able to assist in fear reduction.

## **VIII. Community Policing in Unique Environments**

### **Tribal**

*Program Statement* - Increase the capacity of law enforcement agencies to address tribal issues in a culturally sensitive and comprehensive community policing approach.

*Program Outcomes:*

- Increase the awareness of tribal law enforcement agencies regarding community policing and institutionalizing community policing.
- Increase the knowledge of tribal law enforcement agencies regarding problem-solving and analysis.
- Increase the ability of tribal law enforcement agencies to utilize technology in a more efficient and effective manner.
- Increase the ability of tribal law enforcement agencies to address the threat of gangs and drugs in their communities.

### **Immigrant Communities**

*Program Statement* - Increase the capacity of law enforcement agencies to perform outreach to serve immigrant communities.

*Program Outcomes:*

- Increase the capacity of law enforcement agencies to increase officers' level of cultural competency when interacting with immigrant communities.
- Increase the level of cooperation and mutual trust and understanding between law enforcement agencies and new immigrant communities.
- Increase the capacity of law enforcement agencies to evaluate the impact of immigrant communities in their jurisdictions.
- Increase the capacity of law enforcement agencies to educate the entire community on the interrelationships between immigrant communities and public safety.

### **Campus Safety**

*Program Statement* - Increase the capacity of campus law enforcement agencies to institute a comprehensive approach to community policing.

*Program Outcomes:*

- Increase the capacity of campus law enforcement agencies to share information among agencies regarding innovative community policing practices.
- Increase the capacity of law enforcement agencies to use innovative community policing practices from campus law enforcement agencies.
- Increase the capacity of campus law enforcement agencies and relevant stakeholders to collaborate about public safety issues on campuses.

### **Global Community Policing**

*Program Statement* - Increase practice of community policing globally.

*Program Outcomes:*

- Increase level of awareness of United States law enforcement agencies regarding global innovative community policing best practices and lessons learned.

- Increase level of awareness of international law enforcement agencies regarding innovative community policing best practices and lessons learned.
- Increase the capacity of the COPS Office to share innovative community policing best practices and lessons learned.

The COPS Office has the expertise and resources necessary to develop, execute and monitor a highly successful CPD Initiative focusing on these types of issue areas, determined by the Office's experience in working with state, local and tribal law enforcement to be the most pressing issues facing the field today.

### **Collaborative Reform Model of Technical Assistance**

In FY 2014, the COPS Office intends to enhance the Collaborative Reform Model of Technical Assistance and requests \$10 million from the COPS Hiring Program for this purpose. This program will provide technical assistance to agencies on significant law enforcement-related issues. Using subject-matter experts, interviews, direct observation, as well as conducting research and analysis, the COPS Office will assist law enforcement agencies with enhancing and improving their policies and procedures, their systems, their culture, and their relationships with the communities they serve. If appropriate, the COPS Office can issue a series of recommendations, and be instrumental in assisting agencies with the implementation of those recommendations or finding the right resources to do so.

The COPS Office piloted this program as a grant in the FY 2011 CPD Program. It was through this pilot that the COPS Office began working with the Las Vegas Metropolitan Police Department (LVMPD) to provide an in-depth analysis of five years of officer-involved shootings. In October 2012, the COPS Office published a report summarizing the result of the initiative, entitled *Collaborative Reform Process: A Review of Officer Involved Shootings in the Las Vegas Metropolitan Police Department*. This report has been referenced and used by many other agencies beyond LVMPD to inform their own issues around these and similar topics. The recommendations have applicability beyond the individual agencies in which these reviews are conducted. The COPS Office looks forward to expanding the successes of this program to other police departments in the country in FY 2014.

Within the amount available for the Collaborative Reform Model of Technical Assistance, a proportionate amount of funding will be carved out for management and administration expenses; the allowance of up to five percent of appropriated funding to be used for additional technical assistance; and the allowance of up to two percent to support research, evaluation and statistics on evidence-based practices.

### **Impact of COPS Training and Technical Assistance:**

*Grantee Customer Satisfaction:* Results from the 2012 ACSI survey show the impact of COPS training and technical assistance. Users of COPS training and technical assistance feel that these resources have been successful to their efforts to engage in problem-solving to prevent, respond or better analyze crime and to develop collaborative partnerships. Users of training and technical assistance also felt it helped them effectively implement strategies and institute organizational change to support community policing strategies. COPS training resources were highly rated for increasing understanding of community policing principles and being relevant to law enforcement concerns in the community. Both COPS training and technical assistance were rated 86 on a scale of zero to 100.

*Police Foundations:* Police Foundations are vehicles through which police departments and the private sector interact. There are a number of resources that the private sector has at its disposal that can be very useful for police departments. Foundation resources do not supplement local budgets, they augment them. These extra resources bring the means to police departments to do experiments, try innovation in equipment, new investigative techniques or specialized training. Through a CPD award, and a partnership with PERF and Target Corporation, a project has been launched entitled the National Police Foundations Network to provide best practices, technical assistance, and written toolkits for both law enforcement and the private sector to work productively together to enhance the operations of the law enforcement agency.

*Countering Violent Extremism (CVE):* The COPS Office has funded four projects supporting the White House Strategic Implementation Plan on countering violent extremism (CVE). The IACP is convening experts and practitioners to develop a guidebook on the threats developed in the social media environment. The Vera Institute is teaching police departments how to engage Arab and Muslim communities. In an interview for the COPS Podcast Series featured on our website, Chief Ronald Haddad from Dearborn, MI discussed how community policing helps engage the at risk youth community. By participating in civil rights organizations, the Chief listens to members' concerns and tries to build trust with the Yemen community. He also addresses intelligence needs through an all crimes approach, making the community an equal partner in the solutions.

*One-on-One: Connecting COPS and Kids:* The COPS Office is funding the national rollout of the program "One-on-One: Connecting COPS and Kids" which was developed by the Fred Rogers Company to show police officers how central children are to their work in a community centered approach. Taught by an experienced police officer and a child development specialist, the training teaches officers how children can be approached at different developmental levels and how community partners can help police identify at-risk children. It will be offered at 25 locations across the country in 2012.

*St. Roch Community Engagement Forum:* On December 9-10, 2011, the St. Roch community of New Orleans, Louisiana convened at the New Orleans Healing Center for the first meeting of a grassroots problem-solving initiative during the *St. Roch Community Engagement Forum*, sponsored by the COPS Office and facilitated by Virginia Community Policing Institute (VCPI). The Forum goals were for participants to work towards building a unified, coordinated problem-solving partnership between all stakeholders in the St. Roch neighborhood and to work together to change those conditions that allow crime and disorder to take hold. The core group of participants included St. Roch community members, New Orleans police officers, city and federal government representatives, and the United States Attorney, Eastern District of Louisiana (USALAE). The group utilized the two-day workshop to build upon strong efforts already underway in New Orleans to identify and prioritize local crime and disorder problems, analyze why those problems exist, and develop collaborative strategies for addressing them. Several of the Forum groups have begun implementing the problem-solving plans they created to achieve the benchmark goals they set for themselves.

## 2. Performance and Resources Tables

PERFORMANCE AND RESOURCES TABLE										
Decision Unit: Community Oriented Policing Services										
WORKLOAD/RESOURCES		Target		Actual		Projected		Changes		Requested (Total)
		FY 2012		FY 2012		FY 2013		Current Services Adjustments and FY 2014 Program Changes		FY 2014 Request
<b>Workload</b>										
Number of grants awarded and maintained		3,672		3,955		3,195		668		3,863
Number of new awards made in FY		209		115		261		595		856
Number of grants closed out in FY		900		90		700		(490)		188
<b>Total Costs and FTE</b> (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)		<b>FTE</b>	<b>\$000</b>	<b>FTE</b>	<b>\$000</b>	<b>FTE</b>	<b>\$000</b>	<b>FTE</b>	<b>\$000</b>	<b>FTE</b>
		128	186,000	128	186,000	128	186,000	0	241,000	128
<b>RESOURCES</b>		Target		Actual		Projected		Changes		Requested (Total)
<b>TYPE/ STRATEGIC OBJECTIVE</b>	<b>PERFORMANCE</b>	FY 2012		FY 2012		FY 2013		Current Services Adjustments and FY 2014 Program Changes		FY 2014 Request
		<b>FTE</b>	<b>\$000</b>	<b>FTE</b>	<b>\$000</b>	<b>FTE</b>	<b>\$000</b>	<b>FTE</b>	<b>\$000</b>	<b>FTE</b>
<b>Program Activity</b>	<b>Supporting Law Enforcement by Advancing Community Policing Through Grant Resources</b>									
		112	163,789	86	163,789	86	163,789	25	208,187	111
										371,976

OUTCOME	COPS Office-related contribution to a 3% rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding	New in FY13		New in FY13		0.5		1.1		1.6	
OUTCOME	Effectiveness rating of COPS grant resources in increasing community policing capacity of grantees	74.8		79.0		Discontinued in FY13		Discontinued in FY13		Discontinued in FY13	
OUTPUT	Number of officers funded	7,843		7,805		8,776		1,429		10,205	
OUTPUT	Number of officers hired	5,669		5,930		7,479		831		8,310	
Program Activity	Supporting Law Enforcement by Advancing Community Policing Through Knowledge Resources	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		55	22,211	42	22,211	42	22,211	(25)	32,813	17	55,024
OUTCOME	Effectiveness rating of COPS knowledge resources (e.g., training, publications) in increasing community policing capacity	76		81.0		Discontinued in FY13		Discontinued in FY13		Discontinued in FY13	
OUTCOME	Improve knowledge resource recipient satisfactions rating	70.7		84.0		Discontinued in FY13		Discontinued in FY13		Discontinued in FY13	
OUTPUT	Number of COPS knowledge resource products distributed	2,200,000		1,970,576		2,200,000		0		2,200,000	
OUTPUT	Number of people trained	17,000		8,675		17,000		(4,000)		13,000	



<b><u>Definition, Validation, Verifications, and Limitations:</u></b>
<u>COPS Office-related contribution to a 3% rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding.</u> This measure will also include one indicator, the overall violent crime rate for the targeted hiring grantees. Note: The COPS Office agrees that results from the pilot measures will be generalizable to similar hiring grants targeted to specific local public safety problems.
<u>Effectiveness rating of COPS grant resources in increasing Community Policing capacity of grantees:</u> This measure is the average community policing capacity implementation rating (0 to 100) of grantees. The COPS Office, through the Federal Consulting Group, has asked CFI Group, a third party independent research firm to conduct a survey to determine how COPS grants have increased grantee agencies' capacity to implement community policing strategies. The rating is on a scale of 0 to 100 points with 100 being the highest rating. The sample included all COPS Office grantees with active grants and was sent to the law enforcement executive to complete. Grantees were asked to answer questions related to how COPS grants have increased their agency's capacity to implement community policing strategies within the three primary elements of community policing: 1) developing community/law enforcement partnerships; 2) problem-solving; and 3) organizational change. <i>This measure is discontinued in FY 2013.</i>
<u>Number of Officers Funded:</u> This is the number of officer positions for which the COPS Office has provided grant funding.
<u>Number of Officers Hired:</u> This is the number of COPS funded officer positions that law enforcement agencies have hired. The data is submitted by agencies through periodic progress reports.
<u>Effectiveness rating of COPS knowledge resources in increasing Community Policing capacity:</u> This measure is the average community policing capacity implementation rating (0 to 100) of grantees. The COPS Office, through the Federal Consulting Group, has asked CFI Group, a third party independent research firm to conduct a survey to determine how COPS grants have increased grantee agencies' capacity to implement community policing strategies. The rating is on a scale of 0 to 100 points with 100 being the highest rating. The sample included all COPS Office grantees with active grants and was sent to the law enforcement executive to complete. Grantees were asked to answer questions related to how COPS grants have increased their agency's capacity to implement community policing strategies within the three primary elements of community policing: 1) developing community/law enforcement partnerships; 2) problem-solving; and 3) organizational change. <i>This measure is discontinued in FY 2013.</i>
<u>Improve knowledge resource recipient satisfactions rating:</u> The COPS Office's knowledge resources include training, technical assistance, and publications. The COPS Office, through the Federal Consulting Group, has asked CFI Group, a third party independent research firm to conduct a survey to determine the level of satisfaction training and technical assistance recipients and publication recipients have with the COPS Office's knowledge resources. The CFI group uses the American Customer Satisfaction Index (ACSI) to determine satisfaction. The ACSI is used throughout the public and private sectors and is recognized as a statistically reliable and valid way to gather customer satisfaction data. The data from the ACSI is provided on a 100 point scale with 100 being the highest level of satisfaction. <i>This measure is discontinued in FY 2013.</i>
<u>Number of COPS knowledge resource products distributed:</u> This data is collected through the COPS Office Response Center. This measure includes the number of downloads of COPS products from the website and the number of hard copy orders mailed. This measure is per Fiscal Year.
<u>Number of people trained:</u> This measure is provided by the COPS Office community policing training providers including Regional Community Policing Institutes.

PERFORMANCE MEASURE TABLE											
Decision Unit: Community Oriented Policing Services											
Performance Report and Performance Plan Targets		FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012		FY 2013	FY 2014
		Actual	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
OUTCOME	COPS Office-related contribution to a 3% rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding	New in FY13	New in FY13	New in FY13	New in FY13	New in FY13	New in FY13	New in FY13	New in FY13	0.5	1.6
OUTCOME	Effectiveness rating of COPS grant resources in increasing community policing capacity of grantees	76	75	76	75	78	78	74.8	79	Discontinued in FY13	Discontinued in FY13
OUTCOME	Effectiveness rating of COPS knowledge resources (e.g., training, publications) in increasing community policing capacity	New in FY08	New in FY08	77	78.5	75.5	80	76	81	Discontinued in FY13	Discontinued in FY13
OUTCOME	Improve knowledge resource recipient satisfactions rating	New in FY08	New in FY08	69	70	77	84	70.7	84	Discontinued in FY13	Discontinued in FY13
OUTPUT	Number of officers funded	New in FY10	New in FY10	New in FY10	New in FY10	6,094	7,115	7,843	8,005	8,776	10,205
OUTPUT	Number of officers hired	New in FY10	New in FY10	New in FY10	New in FY10	4,169	5,305	5,669	5,930	7,479	8,310
OUTPUT	Number of people trained	62,829	40,584	20,236	19,574	13,506	10,975	17,000	8,675	17,000	13,000
N/A = Data unavailable											
<sup>1/</sup> This output measure may be retired in FY14 and replaced with a new outcome measure. COPS will notify JMD by 6/25/12											

### 3. Performance, Resources, and Strategies

The Community Oriented Policing decision unit significantly enhances the Department's ability to support **Strategic Goal/Objective (3.1):**

Promote and strengthen relationships and strategies for the administration of justice with state, local, tribal, and international law enforcement

The COPS Office is the primary source of federal funding that directly assists state, local, and tribal law enforcement agencies, and the communities they serve, to advance their community policing practices. The grants, technical assistance, training, and best practices offered through COPS programs focus on and specialize in supporting the law enforcement community's efforts to enhance public safety and address community concerns and priorities through the development and implementation of comprehensive community policing strategies. The programs proposed in the FY 2014 budget directly support state, local, and tribal law enforcement's ability to prevent crime and more effectively address shifts in public safety needs as they arise.

#### a. Performance Plan and Report for Outcomes

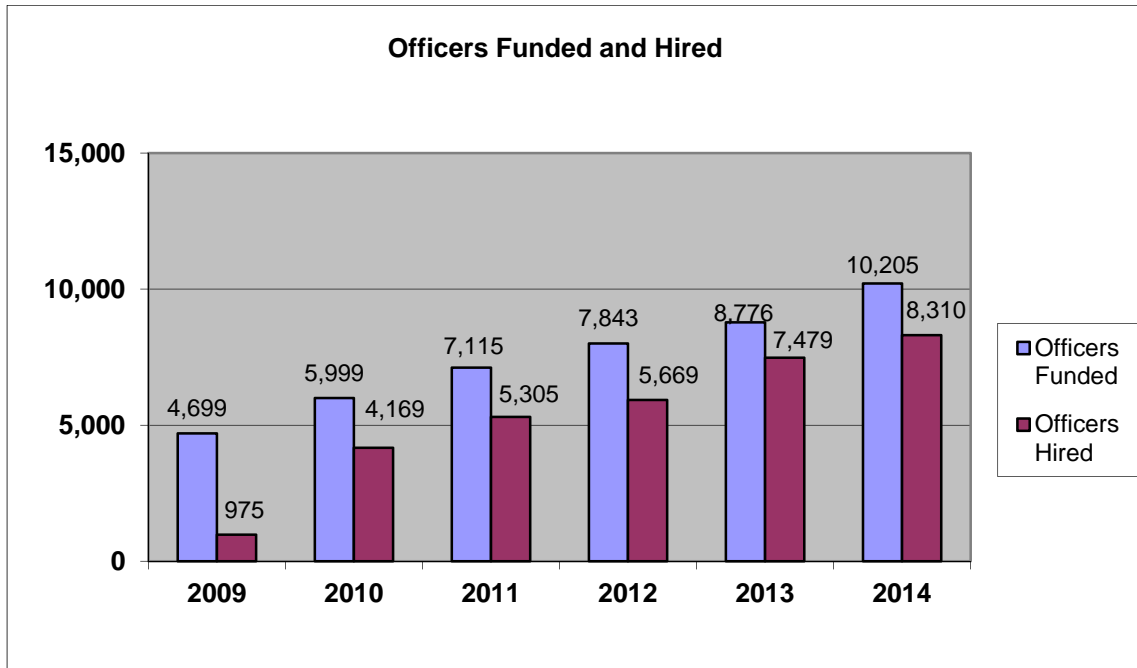
The COPS Office's principal performance measures for hiring grant programs are: (1) the number of officers funded, (2) the number of officers hired, and initiated in FY 2013, (3) COPS Office-related contribution to a 3 percent rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding. These measures demonstrate the impact of COPS hiring grants on law enforcement's ability to implement community policing strategies through the hiring and/or re-hiring of additional community policing officers to their community's streets. Such measures demonstrate the COPS Office's commitment to ensure that we execute evidence-based grant-making and promote public adoption of evidence-based community policing practices in the law enforcement field.

From 1994 through 2008, COPS hiring grants funded over 124,600 officers in over 13,000 of the nation's 18,000 law enforcement jurisdictions. The COPS Office met its original goal of hiring 100,000 officers in 2007. The 2007 COPS Count Survey results indicated that 109,581 officers funded through the COPS hiring programs had been hired.

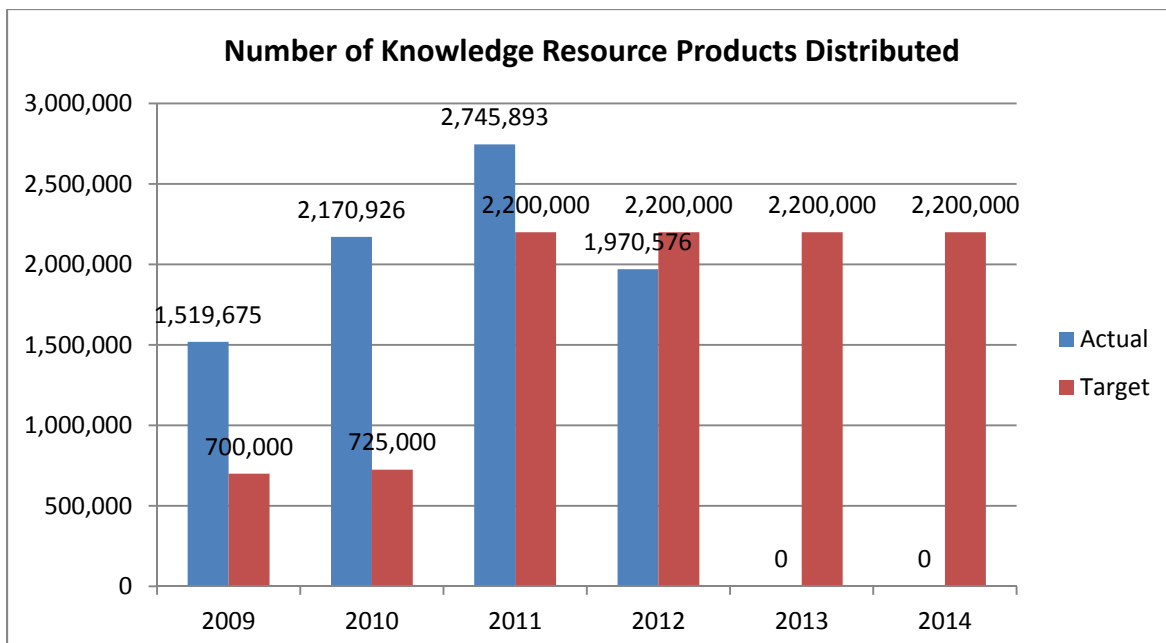
The Administration's priority of funding additional law enforcement officers to improve public safety began in FY 2009 with the COPS Hiring Recovery Program (CHRP), funded by the American Recovery and Reinvestment Act (ARRA). In FY 2009, the COPS Office funded 4,699 officer positions under CHRP. In FY 2010, the COPS Office funded 1,395 additional officer positions. In FY 2011 and FY 2012, the COPS Office funded 1,021 and 890 positions, respectively. Thus, the total number of officers that the COPS Office funded in FY 2009 through FY 2012 was more than 8,000.

In FY 2012, the COPS Office established a veteran's requirement for CHP awards to support the hiring of officers who are military veterans that served on or after September 11, 2001. In FY 2012, the COPS Office funded more than 800 officer positions that are required to be filled by military veterans. As of the latest progress reporting period (December 2012), more than 5,900 of the officer positions funded have been hired. Of these filled positions, 4,189 are for new hires and 1,670 are for rehired positions. In FY 2013, the COPS Office anticipates funding approximately 900 additional officer positions. Combined with the FY 2014 request to support

approximately 1,400 additional officer positions, by the end of FY 2014, the COPS Office anticipates funding approximately 2,300 additional officer positions between FY 2013 and FY 2014. This will bring the total number of officer positions funded since FY 2009 to approximately 10,200 officers. Of the 10,200 funded officer positions, the COPS Office estimates 8,300 will be hired by the end of FY 2014.



The COPS Office continues to ensure that our knowledge resources are distributed to state, local, and tribal law enforcement agencies by focusing additional emphasis on marketing these products and improving knowledge resource recipients' satisfaction. Since FY 2007, the COPS Office has distributed over 8.5 million knowledge resource products.



In FY 2014, the first year results of a new performance measure introduced in FY 2013 will be available. This measure demonstrates the positive impact of COPS programs and activities on violent crime in targeted areas. More specifically, the long-term outcome is anticipated to show a COPS Office contribution to a three percent rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding.

Annually, the law enforcement agencies selected to participate in this measure submit the results of the geographically targeted violent crime rate data. The data is compared to the respective cities' aggregate violent crime rate data, in order to determine the percent rate of change. The baseline was established in FY 2012 through the following data sources: FY 2011 COPS hiring grant application, estimated and officially reported Uniform Crime Rate data and the COPS Merged Progress Report.

b. Strategies to Accomplish Outcomes

In FY 2014, the COPS Office plans to continue efforts to align grant and knowledge resources toward enhancing the public safety in the communities of grantees and knowledge resource recipients that are implementing community policing strategies. To meet these performance outcomes, the Office will focus resources toward those strategic objectives and initiatives that will best ensure effectiveness and positively impact performance outcomes as outlined in the community policing enhancement section of the budget overview.

c. Priority Goals

N/A

## **V. Program Increases by Item**

### **A. Item Name: Comprehensive School Safety Program**

Budget Decision Unit(s): Community Oriented Policing  
Organizational Program: Comprehensive School Safety Program

Program Increase: Positions 0 FTE 0 Dollars 150,000,000

#### Description of Item

Since its creation in 1994, the COPS Office has dedicated significant grant funding to school safety programs. The COPS Office believes that school resource officers play a unique role in preserving order and safety, providing security, addressing crime and disorder problems, and serving as liaisons between the school and police. Additionally, school resource officers can act as resource liaisons by developing relationships with at-risk youth and referring students to professional services within both the school (guidance counselors and social workers,) and the community (youth and family service organizations).

The COPS Office is proposing a new Comprehensive School Safety Program, which will help school districts hire staff and make other critical investments in school safety. The program will provide \$150 million to support the hiring of school safety personnel, including sworn school resource officers, civilian public safety personnel, school counselors, school psychologists, other qualified psychologists, school social workers, and child and adolescent psychiatrists; the purchasing of school safety equipment; the development and updating public safety plans; conducting threat assessments; and training “crisis intervention teams” of law enforcement officers to work with the mental health community to respond to and assist students in crisis.

This Comprehensive School Safety Program would provide funding for holistic, integrated, and individually tailored school safety and security resources for primary and secondary schools. The program aims to bring the law enforcement, mental health, and education disciplines together to provide a comprehensive approach to school safety. Law enforcement and school districts, in consultation with school mental health professionals, should come together to apply for funding that fills the gaps in their own school safety and security efforts.

With assistance from the Department of Education (and flexible transfer authority), the program will support demand-driven grants, providing support for the hiring of school safety personnel, including medical health professionals and counselors, equipment, and safety assessments. Applications will be driven by local needs and evaluated on the basis of the quality of the comprehensive safety plans submitted with the applications that show how all of the funding requests and proposed activities are linked together. Funding may also be used to support training for any personnel hired to ensure that their presence in the schools does not lead to unnecessarily harsh discipline and arrests for youth misbehaving, and that they will support other school personnel in implementing evidence-based positive behavior strategies.

#### Impact on Performance (Relationship of Increase to Strategic Goals)

In support of President’s 2013 plan to reduce gun violence, make schools safer and increase access to mental health services. The COPS Office Comprehensive School Safety Program would bring the law enforcement, mental health, and education disciplines together to provide a comprehensive approach to school safety. Law enforcement and school districts, in consultation

with school mental health professionals, should come together to apply for funding that fills the gaps in their own school safety and security efforts.

Base Funding

FY 2012 Enacted (w/resc./supps)				FY 2013 Enacted				FY 2014 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
0	0	0	0	0	0	0	0	0	0	0	0

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non- Personnel (\$000)	Total (\$000)
Current Services	0	0	0	0	0	0
Increases	0	0	0	0	0	150,000
Grand Total	0	0	0	0	0	150,000

**B. Item Name: COPS Hiring Program**

Budget Decision Unit(s): Community Oriented Policing  
Organizational Program: COPS Hiring Program

Program Increase: Positions 0 FTE 0 Dollars 91,000,000

Description of Item

The COPS Hiring Program adds additional community policing officers to the beat by providing funds for the approved entry-level salary and benefits of each newly hired additional officer position over three years. The proposal for the FY 2014 COPS Hiring Program includes a maximum award cap of \$125,000 and maintains a 25% local match requirement for all grantees. Within this amount, the COPS Office would continue to provide \$15 million to support the hiring needs in Indian Country. The FY 2014 request also includes \$15 million for community policing development activities (an increase of \$5 million over the FY12 enacted level); \$10 million for the COPS Collaborative Reform Model of Technical Assistance; and an additional \$76 million for the COPS Hiring Program. This equates to a total increase of \$91 million.

New in FY 2014 is a request for CHP funding to be used for the hiring of both sworn and non-sworn personnel. Of the amount available for CHP, \$50,000,000 will be dedicated to advancing community policing through the hiring of non-sworn personnel, such as crime and intelligence

analysts, to permit the redeployment of sworn law enforcement personnel to the streets. The number of non-sworn law enforcement personnel funded under this grant should result in an equivalent increase in the number of sworn career law enforcement officers redeployed into community policing.

#### Summary Justification

The demand from state, local and tribal governments for COPS hiring funds remains extremely high, especially with state and local budgets being tightened. A January 2009 press release by the Police Executive Research Forum stated that nearly two out of three police agencies responding to its survey said they were making plans to cut their budgets. Additionally, 44 percent of the police departments reported increases in certain types of crime (robberies, burglaries, and thefts) which they believe could be attributed to the economic crisis. A total of 27 percent stated that they had already implemented a hiring freeze for sworn law enforcement positions. Under the COPS Hiring Recovery Program (CHRP) solicitation in FY 2009, the COPS Office received over 7,200 applications requesting over \$8 billion in federal funding. Since this time, the COPS Office has only been able to fund eight to 14 percent of total requests for CHP funding. To balance the workload with the high demand and limited funding, in the COPS Office limited the 2012 applicant pool to agencies with unfunded or partially funded CHP applications from FY 2011. Even with this controlled applicant pool, the demand exceed available FY 2012 funding. We received 1,411 CHP 2012 applications requesting over 3,700 officers for approximately \$526 million. The total funding available for grant awards was approximately \$111 million after carveouts to support COPS management and administration needs.

The proposed FY 2014 funding will be used to continue to support the efforts of state, local, and tribal law enforcement agencies in meeting the challenge of keeping their communities safe by: 1) providing for addition financial resources for the hiring of sworn and non-sworn personnel, 2) providing for funding to support the non-hiring needs of law enforcement agencies through additional funding for technical assistance.

Of the \$257 million available for CHP, \$40 million will be transferred to the Indian Country (\$15 million), CPD initiative activities (\$15 million) and the Collaborative Reform Model of Technical Assistance (\$10 million). In FY 2014, the Indian Country Program will support a myriad of needs including hiring, training and technical assistance and anti-methamphetamine activities. CPD funding serves to support grants and cooperative agreements, provide technical assistance and produce community policing publications. The Collaborative Reform Model will provide technical assistance to agencies on significant law enforcement related issues to enhance and improve their policies, procedures, systems, and culture.

#### Impact on Performance (Relationship of Increase to Strategic Goals)

The COPS Hiring Program responds directly to those jurisdictions where data suggests there has been an increase in violent crime. COPS hiring grants directly assist state, local and tribal governments to hire additional law enforcement officers for deployment in community policing, and encourages agencies to improve public safety through increasing their community policing capacity.



Base Funding

FY 2012 Enacted (w/resc./supps)				FY 2013 Enacted				FY 2014 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
<u>0</u>	<u>0</u>	<u>0</u>	<u>166,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>166,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>257,000</u>

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

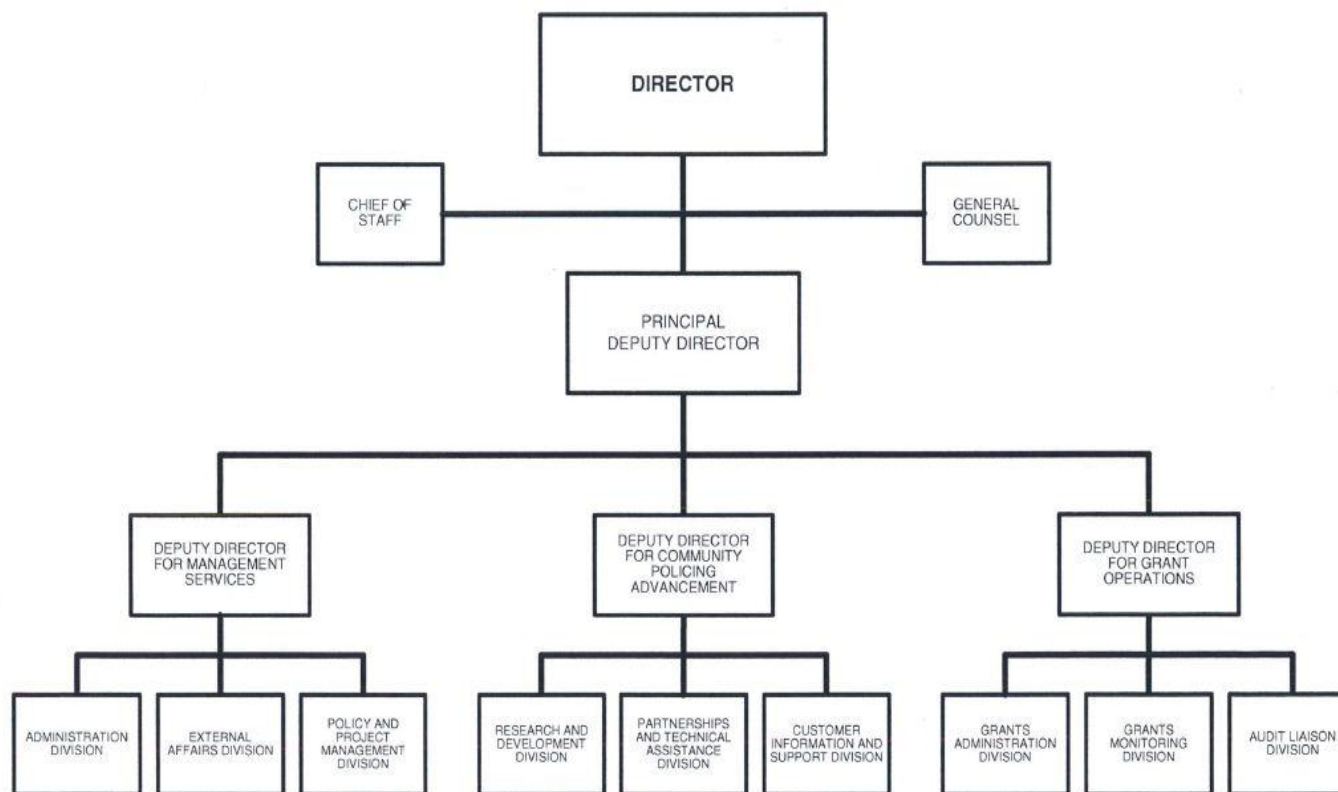
Not Applicable.

Total Request for this Item

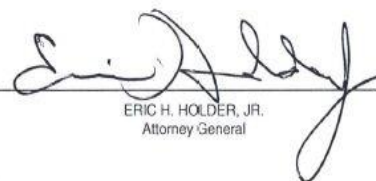
	Pos	Agt/Atty	FTE	Personnel (\$000)	Non- Personnel (\$000)	Total (\$000)
Current Services	0	0	0	0	257,000	166,000
Decreases	0	0	0	0	0	91,000
Grand Total	0	0	0	0	257,000	257,000

## A: Organizational Chart

### OFFICE OF COMMUNITY ORIENTED POLICING SERVICES



Approved by:

  
ERIC H. HOLDER, JR.  
Attorney General

Date: July 22, 2010

B. Summary of Requirements- GRANTS

Summary of Requirements  
Community Oriented Policing Services  
GRANT PROGRAMS  
(Dollars in Thousands)

	FY 2014 Request		
	Direct Pos.	Estimate FTE	Amount
<b>2012 Enacted</b>	<b>0</b>	<b>0</b>	<b>198,500</b>
2012 Balance Rescission			-23,605
<b>Total 2012 Enacted (with Balance Rescission)</b>	<b>0</b>	<b>0</b>	<b>174,895</b>
<b>2013 Continuing Resolution</b>			<b>198,500</b>
2013 CR 0.612% Increase			1,215
2013 Balance Rescission			-23,605
<b>Total 2013 Continuing Resolution (with Balance Rescission and Supplemental)</b>	<b>0</b>	<b>0</b>	<b>176,110</b>
<b>Technical Adjustments</b>			
Adjustment - 2013 CR 0.612%			-1,215
Restoration of FY13 Prior Year Unobligated Balances	0	0	23,605
<b>Total Technical Adjustments</b>	<b>0</b>	<b>0</b>	<b>22,390</b>
<b>Base Adjustments</b>			
Transfers:	0	0	0
<b>Total Base Adjustments</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Technical and Base Adjustments</b>	<b>0</b>	<b>0</b>	<b>22,390</b>
<b>2014 Current Services</b>	<b>0</b>	<b>0</b>	<b>198,500</b>
<b>Program Changes</b>			
Increases:			
Comprehensive School Safety Program	0	0	150,000
COPS Hiring Program	0	0	91,000
Subtotal, Increases	0	0	241,000
<b>Total Program Changes</b>	<b>0</b>	<b>0</b>	<b>241,000</b>
<b>2014 Total Request</b>	<b>0</b>	<b>0</b>	<b>439,500</b>
2014 Balance Rescission			-14,000
<b>2014 Total Request (with Balance Rescission)</b>	<b>0</b>	<b>0</b>	<b>425,500</b>
2012 - 2014 Total Change without Balance Rescission	0	0	241,000

Note: The FTE for FY 2012 is actual and for FY 2013 and FY 2014 are estimates.

## B. Summary of Requirements

### Summary of Requirements Community Oriented Policing Services GRANT PROGRAMS (Dollars in Thousands)

Program Activity	2012 Appropriation Enacted			2013 Continuing Resolution *			2014 Technical and Base Adjustments			2014 Current Services		
	Direct Pos.	Actual FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Community Oriented Policing Services	0	0	198,500	0	0	199,715	0	0	-1,215	0	0	198,500
<b>Total Direct</b>	<b>0</b>	<b>0</b>	<b>198,500</b>	<b>0</b>	<b>0</b>	<b>199,715</b>	<b>0</b>	<b>0</b>	<b>-1,215</b>	<b>0</b>	<b>0</b>	<b>198,500</b>
Balance Rescission			-23,605			-23,605			23,605			0
Total Direct with Rescission			174,895			176,110			22,390			198,500
Reimbursable FTE		0			0			0			0	
Total Direct and Reimb. FTE		0			0			0			0	
Other FTE:												
LEAP		0			0			0			0	
Overtime		0			0			0			0	
Grand Total, FTE		0			0			0			0	

Program Activity	2014 Increases			2014 Offsets			2014 Request		
	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Community Oriented Policing Services	0	0	241,000	0	0	0	0	0	439,500
<b>Total Direct</b>	<b>0</b>	<b>0</b>	<b>241,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>439,500</b>
Balance Rescission			0						-14,000
Total Direct with Rescission			241,000			0			425,500
Reimbursable FTE		0			0			0	
Total Direct and Reimb. FTE		0			0			0	
Other FTE:								0	
LEAP		0			0			0	
Overtime		0			0			0	
Grand Total, FTE		0			0			0	

\*The 2013 Continuing Resolution includes the 0.612% funding provided by the Continuing Appropriations Resolution, 2013 (P.L. 112-175, Section 101(c)).

C. Program Changes by Decision Unit- GRANTS

FY 2014 Program Increases/Offsets by Decision Unit  
Community Oriented Policing Services  
GRANT PROGRAMS  
(Dollars in Thousands)

Program Increases	Location of Description by Program Activity	Decision Unit 1				Decision Unit 2				Total Increases			
		Direct Pos.	Agt./ Atty.	Est. FTE	Amount	Direct Pos.	Agt./ Atty.	Est. FTE	Amount	Direct Pos.	Agt./ Atty.	Est. FTE	Amount
Increase 1	Comprehensive School Safety Program	0	0	0	150,000	0	0	0	0	0	0	0	150,000
Increase 2	COPS Hiring Program	0	0	0	91,000	0	0	0	0	0	0	0	91,000
Total Program Increases		0	0	0	241,000	0	0	0	0	0	0	0	241,000

D. Resources by DOJ Strategic Goal and Strategic Objective- GRANTS

Resources by Department of Justice Strategic Goal/Objective  
Community Oriented Policing Services  
GRANT PROGRAMS  
(Dollars in Thousands)

Strategic Goal and Strategic Objective	2012 Appropriation Enacted		2013 Continuing Resolution *		2014 Current Services		2014 Increases		2014 Offsets		2014 Total Request	
	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount
<b>Goal 1 Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law</b>												
1.1 Prevent, disrupt, and defeat terrorist operations before they occur.	0	0	0	0	0	0	0	0	0	0	0	0
1.2 Prosecute those involved in terrorist acts.	0	0	0	0	0	0	0	0	0	0	0	0
1.3 Combat espionage against the United States.	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal, Goal 1	0	0	0	0	0	0	0	0	0	0	0	0
<b>Goal 2 Prevent Crime, Protect the Rights of the American People, and enforce Federal Law</b>												
2.1 Combat the threat, incidence, and prevalence of violent crime.	0	0	0	0	0	0	0	0	0	0	0	0
2.2 Prevent and intervene in crimes against vulnerable of violent crime.	0	0	0	0	0	0	0	0	0	0	0	0
2.3 Combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs.	0	0	0	0	0	0	0	0	0	0	0	0
2.4 Combat corruption, economic crimes, and international organized crime.	0	0	0	0	0	0	0	0	0	0	0	0
2.5 Promote and protect Americans' civil rights.	0	0	0	0	0	0	0	0	0	0	0	0
2.6 Protect the federal fisc and defend the interests of the United States.	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal, Goal 2	0	0	0	0	0	0	0	0	0	0	0	0
<b>Goal 3 Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.</b>												
3.1 Promote and Strengthen relationship and strategies for the administration of justice with state, local, tribal and international law enforcement.	0	198,500	0	199,715	0	198,500	0	241,000	0	0	0	439,500
3.2 Protect judges, witnesses, and other participants in federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement.	0	0	0	0	0	0	0	0	0	0	0	0
3.3 Provide for the safe, secure, humane, and cost-effective confinement of detainees awaiting trial and/or sentencing, and those of the custody of the Federal Prison System.	0	0	0	0	0	0	0	0	0	0	0	0
3.4 Adjudicate all immigration cases promptly and impartially in accordance with due process.	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal, Goal 3	0	198,500	0	199,715	0	198,500	0	241,000	0	0	0	439,500
<b>TOTAL</b>	<b>0</b>	<b>198,500</b>	<b>0</b>	<b>199,715</b>	<b>0</b>	<b>198,500</b>	<b>0</b>	<b>241,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>439,500</b>

**Note:** Excludes Balance Rescission and/or Supplemental Appropriations.

\*The 2013 Continuing Resolution includes the 0.612% funding provided by the Continuing Appropriations Resolution, 2013 (P.L. 112-175, Section 101 (c)).

E. Justification for Technical and Base Adjustments- GRANTS

Justifications for Technical and Base Adjustments

Community Oriented Policing Services  
GRANT PROGRAMS  
(Dollars in Thousands)

	Direct Pos.	Estimate FTE	Amount
<b>Technical Adjustments</b>			
1 <u>Adjustment - 2013 CR 0.612%:</u> PL 112-175 section 101 (c) provided 0.612% across the board increase above the current rate for the 2013 CR funding level. This adjustment reverses this increase.	0	0	-1,215
2 Balance Rescission Restoration	0	0	23,605
<b>Subtotal, Technical Adjustments</b>	<b>0</b>	<b>0</b>	<b>22,390</b>
<b>TOTAL DIRECT TECHNICAL and BASE ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>22,390</b>

F. Crosswalk of 2012 Availability- GRANTS

Crosswalk of 2012 Availability  
Community Oriented Policing Services  
GRANT PROGRAMS  
(Dollars in Thousands)

Program Activity	2012 Appropriation Enacted w/o Balance Rescission			Balance Rescission			Reprogramming/Transfers			Carryover	Recoveries/ Refunds	2012 Actual		
	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Amount	Amount	Direct Pos.	Actual FTE	Amount
Community Oriented Policing Services	0	0	198,500	0	0	-23,605	0	0	-12,500	21,806	5,931	0	0	190,132
<b>Total Direct</b>	<b>0</b>	<b>0</b>	<b>198,500</b>	<b>0</b>	<b>0</b>	<b>-23,605</b>	<b>0</b>	<b>0</b>	<b>-12,500</b>	<b>21,806</b>	<b>5,931</b>	<b>0</b>	<b>0</b>	<b>190,132</b>
Reimbursable FTE		0			0			0					0	
Total Direct and Reimb. FTE		0			0			0					0	
Other FTE:														
LEAP		0			0			0					0	
Overtime		0			0			0					0	
Grand Total, FTE		0			0			0					0	

Reprogramming/Transfers:

The amount reflects the transfer of \$12.5 million from the COPS account to the Drug Enforcement Administration (DEA) for Meth Lab Clean-up activities. The Attorney General shall authorize the transfer of \$12.5 million from the COPS account to provide funds for these purposes.

Carryover:

COPS brought forward a total of \$21.8 million from FY 2011.

Recoveries/Refunds:

COPS received \$5.8 million in recoveries and \$173 in refunds in FY 2012.



**G. Crosswalk of 2013 Availability- GRANTS**

**Crosswalk of 2013 Availability**  
Community Oriented Policing Services  
GRANT PROGRAMS  
(Dollars in Thousands)

Program Activity	FY 2013 Continuing Resolution			2013 Supplemental Appropriation	2013 Reprogramming/Transfers			2013 Carryover	2013 Recoveries/ Refunds	2013 Availability		
	Direct Pos.	Estim. FTE	Amount		Direct Pos.	Estim. FTE	Amount			Direct Pos.	Estim. FTE	Amount
Community Oriented Policing Services	0	0	199,715	0	0	0	-12,500	4,766	24,000	0	0	215,981
<b>Total Direct</b>	<b>0</b>	<b>0</b>	<b>199,715</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-12,500</b>	<b>4,766</b>	<b>24,000</b>	<b>0</b>	<b>0</b>	<b>215,981</b>
Balance Rescission			-23,605									-23,605
Total Direct with Rescission			176,110									192,376
Reimbursable FTE		0				0		0			0	
Total Direct and Reimb. FTE		0				0		4,766			0	
Other FTE:												
LEAP		0				0		0			0	
Overtime		0				0		0			0	
Grand Total, FTE		0				0		4,766			0	

**Reprogramming/Transfers**

The amount reflects the transfer of \$12.5 million from the COPS account to the Drug Enforcement Administration (DEA) for Meth Lab Clean-up activities. The Attorney General shall authorize the transfer of \$12.5 million from the COPS account to provide funds for these purposes.

**Carryover:**

COPS brought forward a total of \$4.8 million from FY 2012.

**Recoveries/Refunds:**

COPS anticipates \$23.6 million in recoveries and \$0.4 million in refunds in FY 2013

L. Summary of Requirements by Object Class- GRANTS

Summary of Requirements by Object Class

Community Oriented Policing Services

GRANT PROGRAMS

(Dollars in Thousands)

Object Class	2012 Actual		2013 Availability *		2014 Request		Increase/Decrease	
	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount
11.1 Full-Time Permanent	127	12,548	127	13,570	127	14,804	0	1,234
11.3 Other than Full-Time Permanent	1	147	1	148	1	181	0	33
11.5 Other Personnel Compensation	0	156	0	359	0	361	0	2
<i>Overtime</i>	0	0	0	0	0	2	0	2
<i>Other Compensation</i>	0	156	0	359	0	359	0	0
11.8 Special Personal Services Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>128</b>	<b>12,851</b>	<b>128</b>	<b>14,077</b>	<b>128</b>	<b>15,346</b>	<b>0</b>	<b>1,269</b>
<b>Other Object Classes</b>								
12.0 Personnel Benefits		3,694		3,688		3,739		51
13.0 Benefits for former personnel		3		3		3		0
21.0 Travel and Transportation of Persons		321		346		346		0
22.0 Transportation of Things		377		330		274		-56
23.1 Rental Payments to GSA		3,884		3,934		4,353		419
23.2 Rental Payments to Others		110		113		115		2
23.3 Communications, Utilities, and Miscellaneous Charges		1,141		1,688		1,198		-490
24.0 Printing and Reproduction		243		243		400		157
25.1 Advisory and Assistance Services		1,358		1,200		890		-310
25.2 Other Services from Non-Federal Sources		3,833		3,833		3,508		-325
25.3 Other Goods and Services from Federal Sources		8,694		8,809		8,868		59
25.6 Medical Care		4		5		5		0
25.7 Operation and Maintenance of Equipment		15		15		15		0
26.0 Supplies and Materials		91		100		100		0
31.0 Equipment		39		39		40		1
41.0 Grants, Subsidies, and Contributions		148,709		153,953		400,300		246,347
<b>Total Obligations</b>		<b>185,366</b>		<b>192,376</b>		<b>439,500</b>		<b>247,124</b>
Unobligated Balance, Start-of-Year		-21,806		-4,766		0		4,766
Transfers/Reprogramming		12,500		12,500		0		-12,500
Recoveries/Refunds		-5,931		-24,000		-14,000		10,000
Unobligated End-of-Year, Available		4,766		0		0		0
Unobligated End-of-Year, Expiring		0		0		0		0
Rescission		23,605		23,605		14,000		-23,605
<b>Total Direct Requirements</b>	<b>0</b>	<b>198,500</b>	<b>0</b>	<b>199,715</b>	<b>0</b>	<b>439,500</b>	<b>0</b>	<b>225,785</b>
Reimbursable FTE								
Full-Time Permanent	0		0		0		0	
23.1 Rental Payments to GSA (Reimbursable)		0		0		0		0
25.3 Other Goods and Services from Federal Sources - DHS Security (Reimbursable)		0		0		0		0

\*The 2013 Availability includes the 0.612% funding provided by the Continuing Appropriations Resolution, 2013 (P.L. 112-175, Section 101 (c)).

B. Summary of Requirements - SALARIES AND EXPENSES

Summary of Requirements  
Community Oriented Policing Services  
Salaries and Expenses  
(Dollars in Thousands)

	FY 2014 Request		
	Direct Pos.	Estimate FTE	Amount
<b>2012 Enacted</b>	<b>188</b>	<b>128</b>	<b>37,004</b>
2012 Balance Rescission			0
<b>Total 2012 Enacted (with Balance Rescission)</b>	<b>188</b>	<b>128</b>	<b>37,004</b>
<b>2013 Continuing Resolution</b>			
2013 CR 0.612% Increase	0	0	226
2013 Supplemental Appropriation - Sandy Hurricane Relief			0
<b>Total 2013 Continuing Resolution (with Balance Rescission and Supplemental)</b>	<b>188</b>	<b>128</b>	<b>37,230</b>
<b>Technical Adjustments</b>			
Adjustment - 2013 CR 0.612%			-226
<b>Total Technical Adjustments</b>	<b>0</b>	<b>0</b>	<b>-226</b>
<b>Base Adjustments</b>			
Pay and Benefits	0	0	184
Domestic Rent and Facilities	0	0	-6
<b>Total Base Adjustments</b>	<b>0</b>	<b>0</b>	<b>178</b>
<b>Total Technical and Base Adjustments</b>	<b>0</b>	<b>0</b>	<b>-48</b>
<b>2014 Current Services</b>	<b>188</b>	<b>128</b>	<b>37,182</b>
<b>2014 Total Request</b>	<b>188</b>	<b>128</b>	<b>37,182</b>
<b>2014 Total Request (with Balance Rescission)</b>	<b>188</b>	<b>128</b>	<b>37,182</b>
2012 - 2014 Total Change	0	0	178

Note: The FTE for FY 2012 is actual and for FY 2013 and FY 2014 are estimates.

## B. Summary of Requirements - SALARIES AND EXPENSES

### Summary of Requirements Community Oriented Policing Services Salaries and Expenses (Dollars in Thousands)

Program Activity	2012 Appropriation Enacted			2013 Continuing Resolution *			2014 Technical and Base Adjustments			2014 Current Services		
	Direct Pos.	Actual FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Community Oriented Policing Services	188	128	37,004	188	128	37,230	0	0	-48	188	128	37,182
<b>Total Direct</b>	<b>188</b>	<b>128</b>	<b>37,004</b>	<b>188</b>	<b>128</b>	<b>37,230</b>	<b>0</b>	<b>0</b>	<b>-48</b>	<b>188</b>	<b>128</b>	<b>37,182</b>
Balance Rescission			0			0			0			0
Total Direct with Rescission			37,004			37,230			-48			37,182
Reimbursable FTE		0			0			0			0	
Total Direct and Reimb. FTE		128			128			0			128	
Other FTE:												
LEAP		0			0			0			0	
Overtime		0			0			0			0	
Grand Total, FTE		128			128			0			128	

Program Activity	2014 Increases			2014 Offsets			2014 Request		
	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Community Oriented Policing Services	0	0	0	0	0	0	188	128	37,182
<b>Total Direct</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>188</b>	<b>128</b>	<b>37,182</b>
Balance Rescission			0			0			0
Total Direct with Rescission			0			0			37,182
Reimbursable FTE		0			0			0	
Total Direct and Reimb. FTE		0			0			128	
Other FTE:								0	
LEAP		0			0			0	
Overtime		0			0			0	
Grand Total, FTE		0			0			128	

\*The 2013 Continuing Resolution includes the 0.612% funding provided by the Continuing Appropriations Resolution, 2013 (P.L. 112-175, Section 101(c)).

C. Program Changes by Decision Unit - SALARY AND EXPENSES

FY 2014 Program Increases/Offsets by Decision Unit  
Community Oriented Policing Services  
Salaries and Expenses  
(Dollars in Thousands)

Program Increases	Location of Description by Program Activity	Decision Unit 1				Total Increases			
		Direct Pos.	Agt./ Atty.	Est. FTE	Amount	Direct Pos.	Agt./ Atty.	Est. FTE	Amount
Increase 1	FTE increase	0	0	0	0	0	0	0	0
Total Program Increases		0	0	0	0	0	0	0	0

Program Offsets	Location of Description by Program Activity	Decision Unit 1				Total Offsets			
		Direct Pos.	Agt./ Atty.	Est. FTE	Amount	Direct Pos.	Agt./ Atty.	Est. FTE	Amount
Offset 1	Management and Administrative Efficiencies	0	0	0	-178	0	0	0	-178
Total Program Offsets		0	0	0	-178	0	0	0	-178

D. Resources by DOJ Strategic Goal and Strategic Objective-  
SALARIES AND EXPENSES

Resources by Department of Justice Strategic Goal/Objective  
Community Oriented Policing Services  
GRANT PROGRAMS  
(Dollars in Thousands)

Strategic Goal and Strategic Objective	2012 Appropriation Enacted		2013 Continuing Resolution *		2014 Current Services		2014 Increases		2014 Offsets		2014 Total Request	
	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount
<b>Goal 1 Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law</b>												
1.1 Prevent, disrupt, and defeat terrorist operations before they occur.	0	0	0	0	0	0	0	0	0	0	0	0
1.2 Prosecute those involved in terrorist acts.	0	0	0	0	0	0	0	0	0	0	0	0
1.3 Combat espionage against the United States.	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal, Goal 1	0	0	0	0	0	0	0	0	0	0	0	0
<b>Goal 2 Prevent Crime, Protect the Rights of the American People, and enforce Federal Law</b>												
2.1 Combat the threat, incidence, and prevalence of violent crime.	0	0	0	0	0	0	0	0	0	0	0	0
2.2 Prevent and intervene in crimes against vulnerable of violent crime.	0	0	0	0	0	0	0	0	0	0	0	0
2.3 Combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs.	0	0	0	0	0	0	0	0	0	0	0	0
2.4 Combat corruption, economic crimes, and international organized crime.	0	0	0	0	0	0	0	0	0	0	0	0
2.5 Promote and protect Americans' civil rights.	0	0	0	0	0	0	0	0	0	0	0	0
2.6 Protect the federal fisc and defend the interests of the United States.	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal, Goal 2	0	0	0	0	0	0	0	0	0	0	0	0
<b>Goal 3 Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.</b>												
3.1 Promote and Strengthen relationship and strategies for the administration of justice with state, local, tribal and international law enforcement.	0	37,004	0	37,230	0	37,182	0	0	0	0	0	37,182
3.2 Protect judges, witnesses, and other participants in federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement.	0	0	0	0	0	0	0	0	0	0	0	0
3.3 Provide for the safe, secure, humane, and cost-effective confinement of detainees awaiting trial and/or sentencing, and those of the custody of the Federal Prison System.	0	0	0	0	0	0	0	0	0	0	0	0
3.4 Adjudicate all immigration cases promptly and impartially in accordance with due process.	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal, Goal 3	0	37,004	0	37,230	0	37,182	0	0	0	0	0	37,182
<b>TOTAL</b>	<b>0</b>	<b>37,004</b>	<b>0</b>	<b>37,230</b>	<b>0</b>	<b>37,182</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,182</b>

**Note:** Excludes Balance Rescission and/or Supplemental Appropriations.

\*The 2013 Continuing Resolution includes the 0.612% funding provided by the Continuing Appropriations Resolution, 2013 (P.L. 112-175, Section 101 (c)).

## E. Justification for Technical and Base Adjustments - SALARIES AND EXPENSES

### Justifications for Technical and Base Adjustments

Community Oriented Policing Services

Salaries and Expenses

(Dollars in Thousands)

	Direct Pos.	Estimate FTE	Amount
<b>Technical Adjustments</b>			
1 <u>Adjustment - 2013 CR 0.612%:</u> PL 112-175 section 101 (c) provided 0.612% across the board increase above the current rate for the 2013 CR funding level. This adjustment reverses this increase.	0	0	-226
2 List and justify each item separately. Explanation should specifically explain the technical adjustment.	0	0	0
<b>Subtotal, Technical Adjustments</b>	<b>0</b>	<b>0</b>	<b>-226</b>
<b>Pay and Benefits</b>			
1 <u>2014 Pay Raise:</u> This request provides for a proposed 1 percent pay raise to be effective in January of 2014. The amount request, <u>\$127,000</u> , represents the pay amounts for 3/4 of the fiscal year plus appropriate benefits ( <u>\$103,000</u> for pay and <u>\$24,000</u> for benefits.)			127
2 <u>Annualization of 2013 Pay Raise:</u> This pay annualization represents first quarter amounts (October through December) of the 2013 pay increase of 0.5% included in the 2013 President's Budget. The amount requested <u>\$22,000</u> , represents the pay amounts for 1/4 of the fiscal year plus appropriate benefits ( <u>\$22,000</u> for pay and <u>\$0</u> for benefits).			22
5 <u>Employee Compensation Fund:</u> The ( <u>\$1,000</u> ) request reflects anticipated changes in payments to the Department of Labor for injury benefits under the Federal Employee Compensation Act.			-1
6 <u>Health Insurance:</u> Effective January 2014, the component's contribution to Federal employees' health insurance increases by 1.4 percent. Applied against the 2013 estimate of <u>\$751,000</u> , the additional amount required is <u>\$10,000</u> .			10
7 <u>Retirement:</u> Agency retirement contributions increase as employees under CSRS retire and are replaced by FERS employees. Based on U.S. Department of Justice Agency estimates, we project that the DOJ workforce will convert from CSRS to FERS at a rate of 1.3 percent per year. The requested increase of <u>\$26,000</u> is necessary to meet our increased retirement obligations as a result of this conversion.			26
<b>Subtotal, Pay and Benefits</b>	<b>0</b>	<b>0</b>	<b>184</b>
<b>Domestic Rent and Facilities</b>			
1 <u>General Services Administration (GSA) Rent:</u> GSA will continue to charge rental rates that approximate those charged to commercial tenants for equivalent space and related services. The requested increase of <u>\$17,000</u> is required to meet our commitment to GSA. The costs associated with GSA rent were derived through the use of an automated system, which uses the latest inventory data, including rate increases to be effective FY 2014 for each building currently occupied by Department of Justice components, as well as the costs of new space to be occupied. GSA provides data on the rate increases.			17
2 <u>Guard Services:</u> This includes Department of Homeland Security (DHS) Federal Protective Service charges, Justice Protective Service charges and other security services across the country. The requested decrease of <u>\$23,000</u> is required to meet these commitments.			-23
<b>Subtotal, Domestic Rent and Facilities</b>	<b>0</b>	<b>0</b>	<b>-6</b>
<b>TOTAL DIRECT TECHNICAL and BASE ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>-48</b>

F. Crosswalk of 2012 Availability - SALARIES AND EXPENSES

Crosswalk of 2012 Availability  
Community Oriented Policing Services  
Salaries and Expenses  
(Dollars in Thousands)

Program Activity	2012 Appropriation Enacted w/o Balance Rescission			Balance Rescission			Reprogramming/Transfers			Carryover	Recoveries/ Refunds	2012 Actual		
	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Amount	Amount	Direct Pos.	Actual FTE	Amount
Decision Unit 1	188	128	37,004	0	0	0	0	0	0	0	0	188	128	37,004
Total Direct	188	128	37,004	0	0	0	0	0	0	0	0	188	128	37,004
Reimbursable FTE		0			0			0					0	
Total Direct and Reimb. FTE		128			0			0					128	
Other FTE:														
LEAP		0			0			0					0	
Overtime		0			0			0					0	
Grand Total, FTE		128			0			0					128	



G. Crosswalk of 2013 Availability - SALARIES AND EXPENSES

Crosswalk of 2013 Availability  
Community Oriented Policing Services  
Salaries and Expenses  
(Dollars in Thousands)

Program Activity	FY 2013 Continuing Resolution			2013 Supplemental Appropriation	2013 Reprogramming/Transfers			2013 Carryover	2013 Recoveries/ Refunds	2013 Availability		
	Direct Pos.	Estim. FTE	Amount	Amount	Direct Pos.	Estim. FTE	Amount	Amount	Amount	Direct Pos.	Estim. FTE	Amount
Community Oriented Policing Services	188	128	37,230	0	0	0	0	0	0	188	128	37,230
Total Direct	188	128	37,230	0	0	0	0	0	0	188	128	37,230
Balance Rescission			0									0
Total Direct with Rescission			37,230									37,230
Reimbursable FTE		0				0		0			0	
Total Direct and Reimb. FTE		128				0		0			128	
Other FTE:												
LEAP		0				0		0			0	
Overtime		0				0		0			0	
Grand Total, FTE		128				0		0			128	

**I. Detail of Permanent Positions by Category - SALARIES AND EXPENSES**

**Detail of Permanent Positions by Category**  
Community Oriented Policing Services  
Salaries and Expenses  
(Dollars in Thousands)

Category	2012 Appropriation Enacted		2013 Continuing Resolution		2014 Request				
	Direct Pos.	Reimb. Pos.	Direct Pos.	Reimb. Pos.	ATBs	Program Increases	Program Offsets	Total Direct Pos.	Total Reimb. Pos.
Miscellaneous Operations (010-099)	0	0	0	0	0	0	0	0	0
Security Specialists (080)	0	0	0	0	0	0	0	0	0
Intelligence Series (132)	18	0	18	0	0	0	0	18	0
Personnel Management (200-299)	0	0	0	0	0	0	0	0	0
Clerical and Office Services (300-399)	128	0	128	0	0	0	0	128	0
Accounting and Budget (500-599)	24	0	24	0	0	0	0	24	0
Attorneys (905)	11	0	11	0	0	0	0	11	0
Paralegals / Other Law (900-998)	0	0	0	0	0	0	0	0	0
Information & Arts (1000-1099)	4	0	4	0	0	0	0	4	0
Business & Industry (1100-1199)	0	0	0	0	0	0	0	0	0
Library (1400-1499)	0	0	0	0	0	0	0	0	0
Equipment/Facilities Services (1600-1699)	0	0	0	0	0	0	0	0	0
Miscellaneous Inspectors Series (1802)	0	0	0	0	0	0	0	0	0
Criminal Investigative Series (1811)	0	0	0	0	0	0	0	0	0
Supply Services (2000-2099)	0	0	0	0	0	0	0	0	0
Information Technology Mgmt (2210)	3	0	3	0	0	0	0	3	0
Motor Vehicle Operations (5703)	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>188</b>	<b>0</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>188</b>	<b>0</b>
Headquarters (Washington, D.C.)	188	0	188	0	0	0	0	188	0
U.S. Field	0	0	0	0	0	0	0	0	0
Foreign Field	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>188</b>	<b>0</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>188</b>	<b>0</b>

## J. Financial Analysis of Program Changes - SALARIES AND EXPENSES

### Financial Analysis of Program Changes

Community Oriented Policing Services

Salaries and Expenses

(Dollars in Thousands)

Grades	Community Oriented Policing Services			
	Program Increase 1		Program Offsets	
	Direct Pos.	Amount	Direct Pos.	Amount
SES	0	0	0	0
GS-15	0	0	0	0
GS-14	0	0	0	0
GS-13	0	0	0	0
GS-12	0	0	0	0
GS-11	0	0	0	0
GS-10	0	0	0	0
GS-9	0	0	0	0
GS-8	0	0	0	0
GS-7	0	0	0	0
GS-6	0	0	0	0
GS-5	0	0	0	0
Total Positions and Annual Amount	0	0	0	0
Lapse (-)	0	0	0	
11.5 Other Personnel Compensation		0		0
Total FTEs and Personnel Compensation	0	0	0	0
13.0 Benefits for former personnel		0		0
21.0 Travel and Transportation of Persons		0		0
22.0 Transportation of Things		0		0
23.1 Rental Payments to GSA		0		0
23.3 Communications, Utilities, and Miscellaneous Charges		0		0
24.0 Printing and Reproduction		0		0
25.1 Advisory and Assistance Services		0		0
25.2 Other Services from Non-Federal Sources		0		-178
25.3 Other Goods and Services from Federal Sources		0		0
25.5 Research and Development Contracts		0		0
25.7 Operation and Maintenance of Equipment		0		0
26.0 Supplies and Materials		0		0
31.0 Equipment		0		0
<b>Total Program Change Requests</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-178</b>

## K. Summary of Requirements by Grade - SALARIES AND EXPENSES

### Summary of Requirements by Grade

Community Oriented Policing Services

Salaries and Expenses

(Dollars in Thousands)

Grades and Salary Ranges				2012 Enacted		2013 Continuing Resolution		2014 Request		Increase/Decrease	
				Direct Pos.	Amount	Direct Pos.	Amount	Direct Pos.	Amount	Direct Pos.	Amount
EX	\$	145,700	- 199,700	0	0	0	0	0	0	0	0
SES/SL	\$	119,554	- 179,700	2	0	2	0	2	0	0	0
GS-15	\$	123,758	- 155,500	21	0	21	0	21	0	0	0
GS-14	\$	105,211	- 136,771	28	0	28	0	28	0	0	0
GS-13	\$	89,033	- 115,742	37	0	37	0	37	0	0	0
GS-12	\$	74,872	- 97,333	37	0	37	0	37	0	0	0
GS-11	\$	62,467	- 81,204	17	0	17	0	17	0	0	0
GS-9	\$	51,630	- 67,114	18	0	18	0	18	0	0	0
GS-8	\$	46,745	- 60,765	3	0	3	0	3	0	0	0
GS-7	\$	42,209	- 54,875	11	0	11	0	11	0	0	0
GS-3	\$	27,130	- 35,269	7	0	7	0	7	0	0	0
GS-2	\$	24,865	- 31,292	7	0	7	0	7	0	0	0
<b>Total, Appropriated Positions</b>				<b>188</b>	<b>0</b>	<b>188</b>	<b>0</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Average SES Salary</b>					<b>174,000</b>		<b>174,870</b>		<b>177,843</b>		
<b>Average GS Salary</b>					<b>79,178</b>		<b>79,574</b>		<b>80,927</b>		
<b>Average GS Grade</b>					<b>11</b>		<b>11</b>		<b>12</b>		

**L. Summary of Requirements by Object Class - SALARY AND EXPENSES**

**Summary of Requirements by Object Class**

Community Oriented Policing Services

Salaries and Expenses

(Dollars in Thousands)

Object Class	2012 Actual		2013 Availability *		2014 Request		Increase/Decrease	
	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount
11.1 Full-Time Permanent	127	12,548	127	13,570	127	14,804	0	1,234
11.3 Other than Full-Time Permanent	1	147	1	148	1	181	0	33
11.5 Other Personnel Compensation	0	156	0	158	0	361	0	203
<i>Overtime</i>	0	0	0	0	0	2	0	2
<i>Other Compensation</i>	0	156	0	158	0	359	0	201
11.8 Special Personal Services Payments	0	0	0	0	0	0	0	0
<b>Total</b>	<b>128</b>	<b>12,851</b>	<b>128</b>	<b>13,876</b>	<b>128</b>	<b>15,346</b>	<b>0</b>	<b>1,470</b>
<b>Other Object Classes</b>								
12.0 Personnel Benefits		3,687		3,688		3,739		51
13.0 Benefits for former personnel		3		3		3		0
21.0 Travel and Transportation of Persons		321		346		346		0
22.0 Transportation of Things		377		330		274		-56
23.1 Rental Payments to GSA		3,884		3,934		4,353		419
23.2 Rental Payments to Others		110		113		115		2
23.3 Communications, Utilities, and Miscellaneous Charges		1,141		1,688		1,198		-490
24.0 Printing and Reproduction		17		25		25		0
25.1 Advisory and Assistance Services		1,358		1,200		890		-310
25.2 Other Services from Non-Federal Sources		2,899		3,059		2,252		-807
25.3 Other Goods and Services from Federal Sources		8,644		8,809		8,481		-328
25.6 Medical Care		4		5		5		0
25.7 Operation and Maintenance of Equipment		15		15		15		0
26.0 Supplies and Materials		91		100		100		0
31.0 Equipment		39		39		40		1
41.0 Grants, Subsidies, and Contributions		0		0		0		0
<b>Total Obligations</b>		<b>35,441</b>		<b>37,230</b>		<b>37,182</b>		<b>-48</b>
Unobligated Balance, Start-of-Year		0		0		0		0
Unobligated End-of-Year, Available		0		0		0		0
Unobligated End-of-Year, Expiring		0		0		0		0
<b>Total Direct Requirements</b>	<b>0</b>	<b>35,441</b>	<b>0</b>	<b>37,230</b>	<b>0</b>	<b>37,182</b>	<b>0</b>	<b>-48</b>
Reimbursable FTE								
Full-Time Permanent	0		0		0		0	
23.1 Rental Payments to GSA (Reimbursable)		0		0		0		0
25.3 Other Goods and Services from Federal Sources - DHS Security (Reimbursable)		0		0		0		0

\*The 2013 Availability includes the 0.612% funding provided by the Continuing Appropriations Resolution, 2013 (P.L. 112-175, Section 101 (c)).